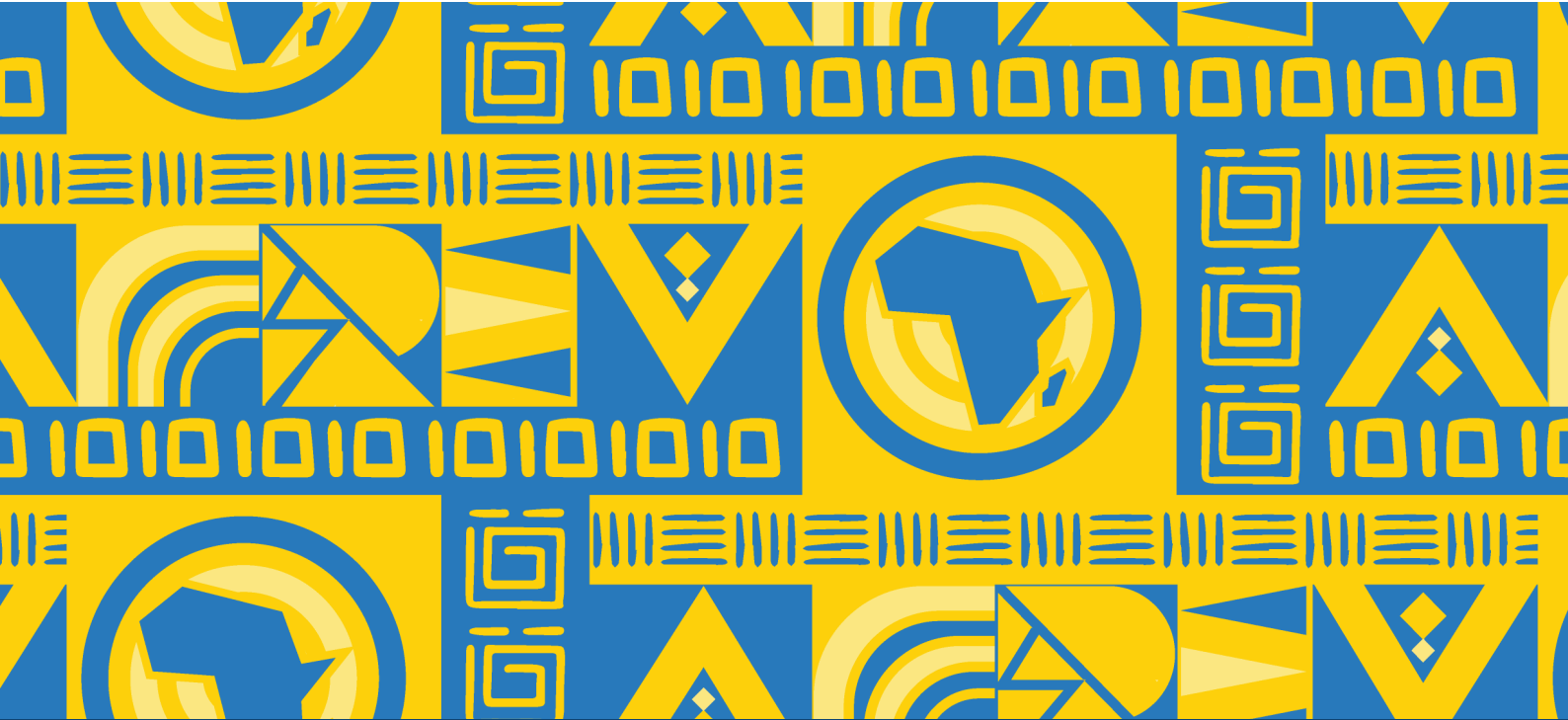




African Evaluation Association
Association Africaine d'Evaluation



STRATEGIC DOCUMENT 2024-2028

JULY 2024



Message from the President:

Innovate, Inspire, Impact - Transforming Evaluative Thinking in Africa.



It is with great enthusiasm that I am pleased to unveil AfrEA's 2024-2028 Strategic Plan, a comprehensive blueprint that outlines our vision for a dynamic evaluation ecosystem across Africa.

The past decade has seen significant advancements and achievements in developing evaluation capacities on the continent, thanks to the contributions of traditional actors and the emergence of new players.

AfrEA, as a pioneering organization in promoting evaluation on the continent, must reinvent itself and position itself as a leading continental organization, in order to continue to fulfil its role and fulfil its mission.

This new strategic plan, which is based on the aspirations of our members, is grounded on a theory of change guided by key priority areas for growth, with the ultimate goal of making the culture and practice of evaluation a reality on the African continent. Thus, the five priority areas on which our organization focuses for the achievement of this goal are: strengthening AfrEA and VOPE capacities, visibility and influence, supporting the institutionalization and professionalization of practice and evaluation, promoting young people and women in evaluation, supporting the "Made in Africa Evaluation" agenda, and promoting evaluation and use of evidence for African countries and continental priorities.

This strategic plan marks a new chapter in AfrEA's journey. I am confident that by working together, hand in hand, and with a steadfast commitment to our shared goals, we can achieve this ambitious vision. We can transform Africa's evaluation landscape and positively impact the continent's sustainable development, ultimately shaping a better world. Thanks to all those who contributed to the development and design of this strategic document.

God bless AfrEA and Africa.

Dr. Miché Ouedraogo
President of AfrEA



AfrEA an introduction and general information



About AfrEA

The African Evaluation Association (AfrEA), founded in 1999, is the leading evaluation capacity-building and advocacy organization in Africa. Based in Accra, Ghana, AfrEA serves as a coordinating body between national voluntary organizations for professional evaluation (VOPEs), individual evaluators and institutions across the continent. AfrEA boasts a diverse membership that has grown considerably since its inception. With 40 VOPEs across the continent, AfrEA supports the creation and growth of national evaluation associations. In addition, AfrEA has more than 140 individual members and benefits from partnerships with 13 development organizations. AfrEA is multilingual, representing English-, French-, and Portuguese-speaking Africa, with significant membership from Arab-speaking Northern Africa.

Mission and objectives

AfrEA is dedicated to:

Supporting evaluations that contribute to real and sustained development in Africa.



Promoting Africa-rooted and Africa-led evaluation through sharing African evaluation perspectives.



Encouraging the development and documentation of high-quality evaluation practice and theory.



Supporting the establishment and growth of national evaluation associations or VOPEs.



Facilitating capacity building, networking, and sharing of evaluation theories, techniques and tools among evaluators, policymakers, researchers, and development specialists.



Encouraging the development and documentation of high-quality evaluation practices, innovations and theories through the African Evaluation Journal.



The African evaluation principles

The African evaluation principles (AEP), developed under the leadership of AfrEA from 2019 to 2021, complement existing global evaluation standards while specifically addressing the need for evaluations that are “Made in Africa”. This approach emphasizes principles rooted in African contexts, needs and knowledge systems, while incorporating valuable international ideas, theories and best practices.

The African Evaluation Journal

The African Evaluation Journal (AEJ) was established in 2013 under the auspices of AfrEA. In launching this journal, AfrEA has demonstrated its steadfast commitment to:

1. **Building a high-quality**, useful body of evaluation knowledge for development.
2. **Developing a culture** of peer-reviewed publication in African evaluation.
3. **Stimulating** Africa-oriented knowledge networks and collaborative efforts.
4. **Strengthening** the African voice in evaluation.

The journal publishes high-quality peer-reviewed articles of merit on any subject related to evaluation and provides targeted information of professional interest to members of AfrEA and its national associations.

The aims of the AEJ are:

- ▶ **to be a high-quality**, peer-reviewed journal that builds evaluation-related knowledge and practice in support of effective developmental policies on the African continent.
- ▶ **to provide a communication platform** for scholars and practitioners of evaluation to share and debate ideas about evaluation theory and practice in Africa.
- ▶ **to promote cross-fertilization** of ideas and methodologies between countries and between evaluation scholars and practitioners in the developed and developing world.
- ▶ **to promote evaluation scholarship and authorship**, and a culture of peer-review in the African evaluation community.



date, the journal has

94 articles

12 Volumes

published
on various themes.

Governance

AfrEA's activities are governed by:

The General Assembly

The General Assembly is the highest authority of the Association, which elects, inaugurates and is represented by the Board.

The Board of Directors:

The Board is responsible for the implementation of the decisions and policies of the General Assembly and supervises the day-to-day administration of the Association by various committees and the Secretariat.

The Executive Committee

The Executive Committee (President, Vice President and Treasurer) oversees the implementation and enforcement of the Constitution.

The Secretariat

The Secretariat implements the plans, policies, decisions, and any other operational tasks which are recommended by the Board and relate directly to the activities of the Association.

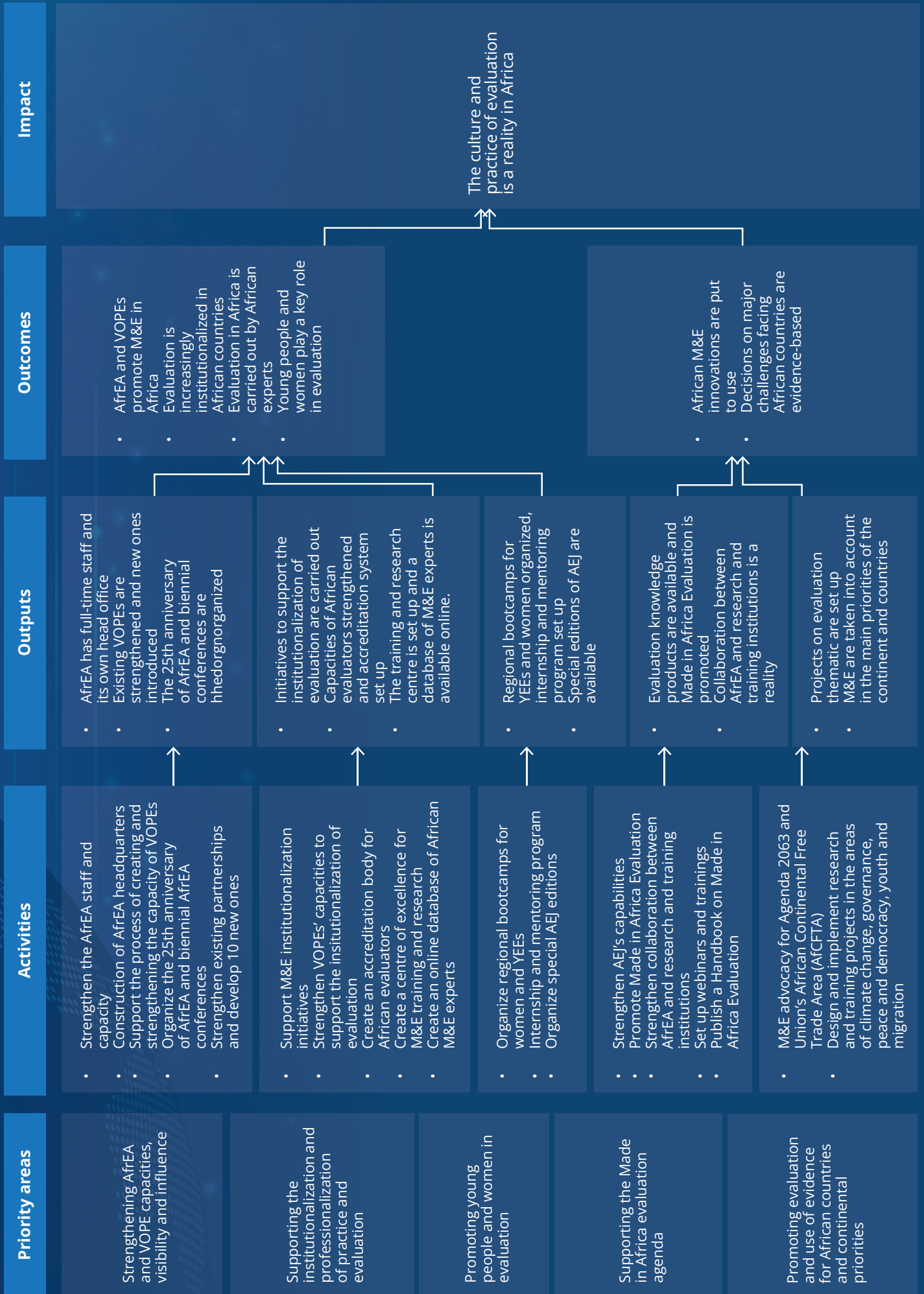
Vision of AfrEA's 2024-2028 strategic plan

AfrEA's vision, as described in AfrEA's strategic plan, is to contribute to Africa's development by fostering a culture of evaluation and evidence-based decision-making. AfrEA aims to build evaluation capacity and promote the use of evaluation to inform policies and programs in Africa. The vision of AfrEA's strategic plan is aligned with international and regional development goals, notably the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. AfrEA's strategic direction for the period 2024-2028 focuses on five key objectives, namely:

- 1. Strengthen the capacities, visibility and influence of AfrEA and its member VOPEs;**
- 2. Support the institutionalization and professionalization of evaluation and its practice;**
- 3. Promote youth and women in evaluation;**
- 4. Support the Made in Africa evaluation agenda; and**
- 5. Promote the use of evaluation and evidence to inform and guide policy decisions on critical African priorities**

AfrEA's theory of change

To illustrate AfrEA's strategic vision for 2024-2028, a theory of change is presented in the chart below. This chart outlines the key strategic initiatives and their logical connections. It demonstrates how these initiatives will contribute to achieving the desired changes and ultimately fulfilling AfrEA's overall strategic vision.



AfrEA priority areas and activities

4. 1 Strengthening AfrEA capacities, visibility and influence

In this area of priority, AfrEA seeks to bolster its internal capacities to better fulfill its mission. This entails primarily enhancing the permanent staff at the Accra headquarters through recruitment and training processes, thereby amplifying AfrEA's efficacy in executing current projects and spearheading new initiatives. Additionally, plans are in place for the procurement of office equipment and supplies.

Given AfrEA's developmental stage, there is a vision to establish a permanent headquarters in Accra, a significant step as AfrEA has operated without one since its inception in 1999.

This would provide AfrEA with a stable and symbolic home base, particularly as it approaches its 25th anniversary in 2025. A foundation stone-laying ceremony during the anniversary celebrations could mark the official launch of this project.

AfrEA plays a pivotal role in advocating for evaluation and evidence-based policymaking. To sustain and expand its influence, AfrEA intends to continue hosting biennial conferences in 2026 and 2028.

Strategic partnerships are key to AfrEA's influence. The organization plans to strengthen existing partnerships and develop new ones.

Outcome 1: Strengthening AfrEA capacities, visibility and influence

Activities	Outputs	2024	2025	2026	2027	2028
Recruitment of 4 full-time staff for AfrEA	A project manager, an administrative assistant, an accountant and a communications officer are recruited					
AfrEA staff training	Staff members are trained and qualified					
Purchase of office furniture for AfrEA headquarters	The AfrEA headquarters is equipped with modern office furniture, computer hardware and work tools.					
Rebranding of AfrEA (headquarters, website and social media channels)	New AfrEA website and social media pages available and powered					
Publication of one AfrEA newsletter per month	One AfrEA newsletter is published per month					
Construction of AfrEA headquarters in Accra	AfrEA has its own headquarters					
Organizing the 25th anniversary of AfrEA	AfrEA celebrates its 25th anniversary					
Organizing 2 biennial AfrEA conferences	2 AfrEA Biennial Conferences are organized					
Strengthening existing partnerships and developing 10 new ones	10 new strategic partnerships signed					



4. 2 Strengthening VOPE capacities, visibility and influence

VOPEs, AfrEA's national representatives and key partners, play a critical role in implementing initiatives at country level. Recognizing this, AfrEA prioritizes strengthening VOPE capacities in order to achieve its strategic objectives. Initially AfrEA aims to establish six new VOPEs in African countries, particularly focusing on Portuguese-speaking nations not currently represented in AfrEA. This expansion will broaden AfrEA's reach and influence.

AfrEA will provide training programs for VOPE board members in leadership, management, and advocacy skills. Equipping VOPE leaders with these tools will enhance their effectiveness in policy monitoring and evaluation efforts. Additionally, AfrEA will collaborate with VOPEs by actively participating in their national evaluation weeks. This joint effort will raise awareness and promote the importance of evaluation practices within each country

Outcome 2: Strengthening VOPEs' capacities, visibility and influence						
Activities	Outputs	2024	2025	2026	2027	2028
Support for the creation of 6 VOPEs in countries where none exist	6 VOPEs are created and implemented					
Training in leadership, management and advocacy for M&E for 45 VOPEs	45 VOPEs have been trained in leadership, management and advocacy					
Website creation, branding on social media and logistics acquisition for 25 VOPEs	25 VOPEs have their own websites, social pages and office furniture					
Participation in VOPEs' national evaluation weeks	AfrEA organizes an event during the national evaluation weeks of VOPEs					



4.3 Supporting the institutionalization of evaluation in Africa

In this priority area, AfrEA aims to support or encourage the institutionalization of evaluation in African countries through its partners, the VOPEs. Supporting the institutionalization of evaluation in African countries means that AfrEA, in partnership with the VOPEs, is committed to the initiatives underway in the various countries, but also to acting as a catalyst or driving force behind new initiatives.

To achieve this objective, AfrEA has scheduled two training seminars for VOPE leaders focusing on their role in fostering the institutionalization of evaluation. Furthermore, a dedicated online course outlining the significance of VOPEs in the institutionalization process will be developed and launched.

To leverage existing efforts and cultivate insights into the institutionalization of evaluation across Africa, AfrEA intends to publish a special edition of the AEJ dedicated to this theme.

Outcome 3: Supporting the institutionalization of evaluation in Africa

Activities	Outputs	2024	2025	2026	2027	2028
Organize 2 training seminars on the contribution of VOPEs to the institutionalization of evaluation	50 VOPE managers trained in the institutionalization of evaluation					
Design an online course on the role of VOPEs in the institutionalization of evaluation	An online course is available and accessible					
Organize a special AEJ edition on the state of institutionalization of evaluation in African countries	15 scientific articles on the institutionalization of evaluation in African countries are available					





4.4 Supporting the professionalization of evaluation practice in Africa

To advance the professionalization of evaluation practice, particularly through Made in Africa evaluation approaches, AfrEA plans to initiate and bolster capacity-building efforts for African evaluators. These efforts will include both in-person and online training sessions tailored specifically for African evaluators, facilitated in collaboration with VOPEs and our local partners.

Furthermore, AfrEA recognizes the importance of establishing a mechanism to formally recognize and validate the evaluation skills of African practitioners. With this in mind, AfrEA aims to establish an accreditation body for African evaluators, grounded in robust and standardized criteria. This accreditation system will validate evaluators' skills and confer accreditation certificates accordingly.

AfrEA also envisions the creation of an online platform housing a comprehensive database of African expert evaluators. This platform will serve as a convenient resource for those seeking to engage their services, fostering opportunities for professional growth and facilitating the expansion of the evaluation job market across the continent.

In line with AfrEA's commitment to fostering innovation in evaluation practice within Africa, the organization plans to establish a Centre of Excellence for Monitoring and Evaluation (M&E) Training and Research. This centre, to be located at AfrEA headquarters, will support research endeavors, facilitate scientific publications, and promote innovation in Made in Africa evaluation methodologies

Outcome 4: Supporting the professionalization of evaluation practice in Africa

Activities	Outputs	2024	2025	2026	2027	2028
Organize 8 thematic seminars (2 per year)	320 African experts trained in evaluation topics					
Creation of an accreditation body for African evaluators	An accreditation body for African evaluation experts is set up and operational A competency profile for African evaluators is available					
Creation of an online database of African M&E experts	The online platform for African evaluators is available					
Creation of a centre of excellence for M&E training and research	Research and training centre set up at AfrEA headquarters					
Organize 1 online training on new evaluation approaches every quarter	1 online training on new evaluation approaches is organized every quarter					

4.5 Promoting young people and women in evaluation

In its efforts to advance the representation of young people and women in the field of evaluation, AfrEA has outlined several initiatives. These include the organization of three regional bootcamps tailored for women and young and emerging evaluators (YEEs), the establishment of an internship program coupled with mentoring and coaching opportunities, and the publication of special editions of the AEJ. The regional bootcamps for women and youth aim to provide participants from diverse regions with the platform to acquire new skills, enhance their capacities, and forge connections within their professional communities.

Through the evaluation internship program, AfrEA will collaborate closely with VOPEs and partners to offer aspiring female and emerging evaluators across Africa invaluable hands-on experience in the evaluation field. These internships will serve as a stepping stone for launching a successful career in evaluation while equipping participants with essential skills and knowledge. Mentoring and coaching initiatives will provide women and emerging evaluators with valuable guidance and insights from experienced practitioners, empowering them to navigate their evaluation careers effectively. Lastly, the publication of special editions of the AEJ focusing on women and youth will serve to spotlight their contributions and perspectives within evaluation research and practice.

Outcome 5: Promoting young people and women in evaluation						
Activities	Outputs	2024	2025	2026	2027	2028
Organize 3 regional bootcamps for women and YEEs (Anglophone, francophone and lusophone)	90 young evaluators and women trained in evaluation					
Set up an internship program for young evaluators and women	40 young and women evaluators with initial evaluation experience					
Set up a mentoring and coaching program for young evaluators and women	40 young and women evaluators benefit from the experience of professional evaluators					
Organize AEJ special editions for young evaluators and women	8 scientific papers are published by young evaluators and women					



4.6 Supporting the Made in Africa evaluation agenda

Within this priority area, AfrEA is committed to sustaining efforts that promote evaluation rooted in Africa's practices and principles.

A key aspect of this endeavor is the AEJ, established to facilitate the production and dissemination of evaluation knowledge across the continent. To advance this objective, AfrEA plans to recruit two research professionals to assist the AEJ editors in journal management. Financial support will also be provided to ensure the publication of three editions annually. In line with fostering knowledge production, AfrEA will publish the inaugural edition of a book titled "Made in Africa Evaluation." This publication, serving as a comprehensive guide for evaluators on the continent, aims to showcase African approaches, innovations, and evaluation principles.





Additionally, AfrEA seeks to establish partnership agreements with evaluation training and research centres. By bolstering collaboration with esteemed institutions across Africa, AfrEA aims to enhance its credibility and visibility globally, utilize research findings to advocate for improved evaluation practices and policies in Africa, and enrich the content of publications such as the AEJ. Lastly, AfrEA intends to host monthly webinars focusing on innovations, current challenges, and future prospects within the continent.

These webinars aim to promote the popularization of evaluation in Africa.

Outcome 6: Supporting the Made in Africa evaluation agenda						
Activities	Outputs	2024	2025	2026	2027	2028
Recruit 2 full-time staff for the AEJ	2 full-time staff are available for the AEJ					
Publish 3 editions a year of the AEJ	3 editions a year of the AEJ are published					
Publish a Handbook on Made in Africa Evaluation	A Handbook on Made in Africa Evaluation is published					
Sign 5 partnership agreements with research and training centres	5 partnership agreements with research and training centers are signed					
Organize 1 webinar per month	1 webinar per month on evaluations in Africa is organized					

4.7 Promoting the use of evaluation and evidence to inform and guide policy decisions on critical African priorities

AfrEA, as a continental organization, operates within a context where African countries, both individually and collectively as part of the African Union, grapple with myriad challenges. These challenges have led to the formulation of continental agendas that are of paramount importance to these nations. In its capacity as a pan-African entity, AfrEA endeavors to play a pivotal role in contributing to the realization of these agendas through its strategic plan, particularly by advancing monitoring and evaluation efforts and promoting evidence-based decision-making.

To this end, AfrEA plans to host regional workshops focusing on the monitoring and evaluation of key African Union initiatives, including Agenda 2063 and the Continental Free Trade Area (CFTA). Additionally, AfrEA will advocate for the adoption of a resolution by the African Union to bolster evaluation practices and evidence utilization across the continent. Furthermore, AfrEA aims to address the pressing challenges faced by African countries through evaluation interventions. This involves establishing research and training initiatives in critical areas such as climate change, governance, peacebuilding, democracy, youth empowerment, and migration. These projects will inform evidence-based policymaking in these respective domains, contributing to sustainable development efforts across Africa.

Outcome 7: Promoting the use of evaluation and evidence based on priorities of the African Union and African countries

Activities	Outputs	2024	2025	2026	2027	2028
Organize a regional roundtable on evaluation and evidence for the African Union's Agenda 2063	A statement on the evaluation of the African Union's Agenda 2063 is available					
Organize a regional round table on evaluation and evidence for African Union's African Continental Free Trade Area (AfCFTA)	A statement on the evaluation of the African Union's African Continental Free Trade Area (AfCFTA) is available					
Promote the vote of a resolution on evaluation by the African Union	Africa continental resolution on evaluation and evidence-based policies is available					
Design and implement a research and training project on evaluation of climate change	A research and training project on evaluation of climate change in Africa is implemented					
Design and implement a research and training project on evaluation of governance, peace and democracy	A research and training project on evaluation of governance, peace and democracy is implemented					
Design and implement a research and training project on evaluation of youth and migration	A research and training project on evaluation of youth and migration is implemented					

Strategic plan governance



To ensure the effective implementation and coordination of the strategic plan, a three-tiered structure will be employed: the steering committee, the executive secretariat, and the project management teams. Upon finalizing agreements with financial or technical partners, the AfrEA Board of Directors will establish a steering committee comprised of board members, representatives of financial partners, project beneficiaries, and relevant experts. This committee will be tasked with delineating the project’s overarching direction, appointing project oversight, endorsing proposed methodologies, and conducting periodic reviews of project outcomes. Under the guidance of the Board of Directors, the AfrEA Executive Secretariat will oversee project operations.

Responsibilities include formulating a comprehensive project action plan, assembling and supervising the project team, conducting regular meetings, and providing reports to both the Board of Directors and the Steering Committee. The project management team, led by the project manager and comprised of subject matter experts, will be responsible for crafting a detailed action plan along with a corresponding timeline. This plan will be presented to the Steering Committee and the Board of Directors for approval. Each project’s action plan must meticulously outline the measures necessary to achieve desired outcomes, including task descriptions, resource allocations, assigned responsibilities, deadlines, performance metrics, and reporting protocols.



Monitoring and evaluation plan

This strategic plan's success depends on an effective monitoring, evaluation, reporting and learning framework to guide implementation by tracking activities and results and to enable timely intervention in the event of deviations. As part of this monitoring and evaluation, AfrEA will: i) develop annual work plans and performance contracts in line with the strategic plan; ii) monitor and report on quarterly basis the implementation of the strategic plan; iii) take early corrective actions to any deviations in the implementation; iv) conduct annual self-assessment and report on implementation status; and v) ensure implementation of the recommendations from members. Monitoring mechanisms will be institutionalized by ensuring that all secretariat, committee and project implementers prepare and report responsibly on the progress of the various activities.

AfrEA will also set up a capitalization, learning and knowledge-sharing platform for the achievement of its strategic plan.



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