Evaluation of EvalPartners

The Global Movement to Strengthen National Evaluation Capacities

Management Response

Submitted by the EvalPartners Management Group

Final version as of 2015.06.16

Introduction

The EvalPartners Management Group (EPMG) is providing this Management Response to the evaluation conducted of EvalPartners by Basi Consulting Group Inc. (Nancy Gharib) and Attuned Research and Evaluation (Sarah Parkinson). Both the six-page Executive Summary and the 103-page full report are available at http://www.mymande.org/evalpartners (middle of right column).

First of all, we want to express our deep appreciation for the quality of work performed by Sarah and Nancy, and to the active role played by the six-member Evaluation Steering Committee. We recognize that this was a rather challenging evaluation of a major global coalition of evaluators and evaluation organizations. Conducted between June 2014 and January 2015, the evaluation came at a critical time in the life of EvalPartners – 2 ½ years after its establishment, and just prior to the critical International Year of Evaluation (2015) during which there multiple major events taking place related to EvalYear, but also during which the leadership of EvalPartners will be making plans for the future of this movement, post 2015. This evaluation has made strategic and vital contributions to this process in many ways.

In this Management Response we will attempt to articulate our agenda for change in light of the findings and recommendations of this evaluation.

In Annex A we provide a Management Response Action Plan with more specific plans in response to the recommendations, as well as a way to track progress in those actions. In Annex B we share a conceptual diagram of how the various entities and networks inter-relate.

Overview

As stated in the Executive Summary, this was the first external evaluation of the EvalPartners Initiative, and it was intended as a reflective stocktaking at a critical juncture in the Initiative's history. This evaluation provided a broad snapshot of what EvalPartners is, does, and signifies amongst the key constituents with whom it engages. The feedback gathered during the process of this evaluation is already helping to inform and shape decisions about what EvalPartners could be and achieve in the future, beyond 2015, the International Year of Evaluation. We particularly appreciated the efforts that the evaluation team made to reach out to as many EvalPartners stakeholders as possible. In addition to document review, there was an online survey of professional evaluators, key informant interviews, email survey of representatives of national VOPEs, email survey of VOPE grantees that participated in P2P partnerships in 2013, a self-assessment questionnaire of members of the EPMG, another soliciting input from members of various EP task forces, participant observation at the EPMG meeting and at EvalPartners-related sessions during the EES conference in Dublin, Ireland, during October 2014, as well as via many interactions before, during and since then. We feel that this broad-based consultative process demonstrated the responsiveness of the evaluators to requests by the Management Group.

Findings

The evaluators were asked to respond to three key issues:

    I.   EvalPartners' role in the international evaluation landscape;
    II.   EvalPartners' efforts and effects on capacity building at multiple levels; and
   III. Governance structure, decision-making, and implementation processes.

The reader is referred to the Executive Summary of the evaluation report where the evaluators presented their findings in relation to each of these three issues. Here we will provide responses from the perspective of the EPMG.

I.   EvalPartners' Role in the International Evaluation Landscape

It is true that, far from an independent initiative, EvalPartners emerged from a global context characterized by rapidly increasing numbers of VOPEs,[1] as well as many international development agencies that promote evaluation capacity development in a variety of ways. The VOPEs were already being identified and supported by IOCE, and many of the multilateral and bilateral agencies had collaborated in various ways, such as the Network of Networks for Impact Evaluation (NONIE). But one of the major contributions EvalPartners brought to this world was a broader coalition that includes VOPEs and a wide variety of other organizations. A measure of how much this broader coalition was appreciated was the rapidity with which over 50 organizations asked to be recognized as Partners in the EvalPartners coalition.

An unexpected but very fortuitous additional initiative broadened this coalition – the development of networks of parliamentarians who increasingly are seeing the important role evaluation can and should play in accountability of governmental programs. Though an increasing number of VOPEs were beginning to address national evaluation policies and systems, this trend has been significantly encouraged by EvalPartners through, for example, the production of the Advocacy Toolkit, but now also enhanced by the growing interest among parliamentarians.

It is interesting to see that through their surveys and interviews the evaluators found that governments, donors, and the lobbying efforts of VOPEs were all seen as major forces behind these changes, and the changes were seen as largely, but not uniformly, positive.

The evaluators concluded that these findings confirm the relevance of EvalPartners and its overall theory-of-change and strategy. They also suggest that EvalPartners' partners may wish to explore ways of advancing worldwide conversations on professional standards for evaluation. This is something EvalPartners in general, and IOCE in particular, realize needs to

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[1] VOPE = Voluntary Organization for Professional Evaluation, i.e. formal associations/societies or informal networks, whether at sub-national, national, regional or national level.

be done, first of all recognizing the number of existing initiatives (such as CES, IDEAS, EES, Thailand, South Africa, etc.), but also being cognizant of the need for such standards to be customized and relevant to each national context.

The evaluation team explored what EvalPartners means to different stakeholders, organized under EvalPartners' key constituents – evaluation practitioners, regional and national VOPEs of varying sizes, and non-VOPE CSOs. It is unfortunate they did not also reflect the perspectives of representatives of international development agencies that have partnered with EvalPartners.

In the following sections, following the quote from the Executive Summary of the evaluation report (in Palatino Linotype font), the EPMG Management Response will be indicated with a > symbol, and in Tahoma font.

Evaluation practitioners in general

Based on survey results, 58% of evaluation practitioners have heard of EvalPartners. Their understandings of EvalPartners largely fits with what EvalPartners is and does, with the most common description of EvalPartners being a 'network of networks'. It is also well known for its e-learning materials, and through its online presence through listserv communications and emails.

> ➢ This was an interesting opportunity to get the perspective on EvalPartners of "evaluators at large" in the broader community. There is a danger that those of us on the "inside" may assume that everyone in the evaluation world knows what IOCE and EvalPartners are and what they are doing. It is on the one hand flattering that 58% of 493 evaluators who responded to a survey sent to a wide range of evaluation-related listservs reported that they know of EvalPartners. As can be expected, EvalPartners is more likely to be known by those who are members of their own VOPEs. Active VOPE participants represent a core target group, and as such, deserve continued and clear communication and collaboration within EvalPartners. At the same time, we need to continue our communication and outreach efforts to the wider evaluation community.

VOPEs

Regional and larger national VOPEs have direct representation on IOCE's Board, and hence, on the EvalPartners' Management Group. Amongst this group, there is wide appreciation for EvalPartners' role, especially for its promotion of EvalYear and its P2P programme. Some key informants from North-based VOPEs suggested that members sometimes find EvalPartners' strong focus on development issues less relevant to them.

> ➢ We are aware that IOCE, itself, and certainly the broader EvalPartners community, have a responsibility to represent and provide appropriate support to North-based VOPEs, as well as those in the Global South. So far, most of the funding available has been from donors who's (understandable) focus is on supporting the development of evaluation capacities in ODA-eligible countries. Aside from earmarked funding, however, IOCE/EvalPartners is committed to contribute to the internationalization of evaluation. We urge colleagues in

"North-based" VOPEs[2] to lead initiatives relevant to North-based VOPE, as well as those initiatives that benefit the wider global evaluation community.

<u>Smaller national VOPEs</u> do not have a direct role in EvalPartners' governance. Many of them would like to see this, or at least would like to understand EvalPartners' organizational and governance structure, which is not clear from the outside. They see EvalPartners as highly relevant to them, and the majority is aware of the P2P grant programme, as well as EvalPartners' email communications.

➢ National VOPEs are represented on the IOCE Board via their regional VOPEs, and the IOCE Board plays a major leadership role in EvalPartners. We recognize however the importance of creating more open and transparent pathways of communication with regional VOPEs and their national VOPE constituencies. One strategy would be to solicit a more active participation of representatives of national VOPEs in the different task forces and networks promoted by EvalPartners. The IOCE Board has taken note of this finding and will work towards a better outreach to national VOPES commensurate within the capacity of IOCE's resources. That implies that both IOCE and the regional VOPEs need to communicate more effectively regarding governance, including looking for ways to make national VOPEs feel more included in representation and decision-making.

Non-VOPE Civil Society Organizations: The relationship between EvalPartners and non-VOPE civil society organizations has been fairly weak so far. Key informants are split in their opinions as to whether EvalPartners should directly engage with a wide range of interested stakeholders, or focus directly on VOPEs as its 'core constituency'. This is something that will need to be clarified going forward.

➢ EvalPartners, through IOCE, has focused on VOPEs. But the EvalPartners network includes multi-lateral and bilateral donors, foundations, academic institutions, INGOs and others. The new workplan of EvalPartners is moving towards the promotion of thematic networks (EvalGender+, EvalYouth+, EvalCulture, EvalSDGs and others). We believe that these new thematic networks, that are already getting started, but which will be launched officially at the Global Forum in Nepal in November 2015, will definitely provide opportunities for engagement by others, including CSOs. On another note, we have tried to accommodate so far all institutions that approached EvalPartners asking to be recognized as Partners.
➢ In particular, the EvalCulture network can and should include those CSOs (and others) focused on culture, indigenous perspectives, etc., not just evaluation *per se*. The same could be said about EvalGender+, EvalYouth+, etc.

II.   EvalPartners' Efforts and Effects on Capacity building at Multiple Levels

EvalPartners' capacity building efforts focus on three levels: enabling environment, institutional, and individual. In addition, EvalPartners focuses explicitly on the goal of

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[2] "North-based VOPEs" refer to CES, AEA, EES, and yes, AES as well, even though the latter is geographically in the South.

supporting equity-focused, gender responsive evaluation. Key findings of EvalPartners' achievements in each of these areas are summarized as follows:

1. **Enabling Environment:**
   EvalPartners' decision to declare 2015 as the International Year of Evaluation (EvalYear) has already proven to be a powerful platform for bringing a broad range of stakeholders together and to catalyze a range of advocacy and communicative actions on the part of VOPEs and other evaluation-interested institutions. It inspired UNEG to spearhead the passing of a UN Resolution committing member nations to building their national evaluation capacities.[3]
   The Parliamentarians' Initiative was not part of EvalPartners' initial plan, but has also managed to mobilize a large number of actors and engage parliamentarians on evaluation issues in South Asia, Africa and beyond, demonstrating how an idea can be brought to action and replicated to form a movement.
   The Innovation Challenge and Peer-to-Peer grants have also encouraged and allowed VOPEs to work on issues related to the enabling environment, which is a topic of high interest to many VOPEs. P2P grants have also helped many VOPEs to increase their own profiles and legitimacy within their countries, and to engage with national policymakers, in direct support of the enabling environment for evaluation.

   ➢ Good to have this confirmation that EvalPartners' major initiatives, including those addressing the enabling environment, are well appreciated, and, hopefully, leading to significant outcomes.
   ➢ We are working towards a stronger mainstreaming of these initiatives, including, for example, encouraging VOPEs engaged in P2P projects to address the issue of enabling environment, including national evaluation policies where the political context is amenable.

2. **Institutional Capacity Development:**
   The VOPE Institutional Capacity Toolkit and the Peer-to-Peer grants have been EvalPartners' main initiatives directed at increasing institutional capacity of VOPEs. While it is still early to judge the usefulness of the toolkit, initial feedback has been very positive. Over two rounds, Peer-to-Peer grants have leveraged a wide variety of benefits to VOPEs, including the capacity to manage grant funds, to develop formal policies in some cases, to learn from each other, and most commonly, to develop relationships with each other that increase individual and institutional capacity through knowledge exchange, and the potential for future joint action. Most of these activities have led to sustainable changes,

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[3] This resolution was passed on December 19, 2014. The resolution is posted on the UN's website at:
http://www.un.org/ga/search/view_doc.asp?symbol=a/res/69/237

although VOPEs remain challenged by limited resources and the insecurity of depending heavily on volunteer efforts.

➢ Again, this positive feedback is appreciated. We realize that among the tasks ahead are to do even better job of evaluating and sharing the experiences and, importantly, the outcomes and impacts the P2P projects and use of the VOPE Institutional Capacity Toolkit are having on the capacities and effectiveness of VOPEs.

➢ The EP Management Group (EPMG) has engaged in a reflection of how to "harvest", share and learn from the outcomes of the P2P projects. Building on the thorough assessment of the first round of P2P projects (2013), this will be reflected in a synthesis of lessons learned from the 2nd round of P2P grants (2014), and in the new call for P2P projects in 2015.

3. **Individual Capacity-Building:**
    Some Peer-to-Peer grants received by VOPEs have been specifically used for building the capacity of members, or other evaluation stakeholders. In addition, significant e- learning resources have been created and made available on the My M&E website, most significantly through a partnership between Claremont University and EvalPartners, which has allowed evaluators to sign up for free e-learning seminars. Claremont welcomed 1300 students over the course of this initiative, and around 20,000 people in 172 countries had participated in courses offered on the My M&E website by September 2014. As a result, many evaluators know EvalPartners because of its e-learning resources.

➢ EvalPartners is not in the business of training evaluators, but rather, encouraging conversations about needed competencies. This feedback brings further affirmation of the leveraging effect of EvalPartners through what VOPEs, academic institutions, and others are doing.

➢ For selected issues such as equity and gender responsive evaluation, advocacy for evaluation, and skill building for VOPEs, EvalPartners has elected to put together training that is available widely. The fact that so many individuals in so many countries around the world have logged on to the e-learning seminars and courses on the MyMandE website is certainly an indication of the high demand for training in research methods and other aspects of evaluation.

➢ Building on the above, EP has embarked on a series of three new e-learning courses being developed. These include 1) course on advocacy for evaluation, 2) course in Spanish on evaluation for gender-responsive policy makers, and 3) course on humanitarian evaluation.

➢ Along the same line, EvalPartners is supporting conferences of regional South-based VOPEs, and all these conferences include professional development workshops open to a wide range of evaluators. Many of these professional development workshops are led by experts from other VOPEs, including VOPEs from the "North."

➢ Regarding the need expressed by many for standards of skills expected of those who conduct evaluations, IOCE/EvalPartners can provide an umbrella that encourages P2P

learning, and other educational collaboration. There are already several actors in this area, and IOCE/EvalPartners wishes to complement their efforts, and together with others, promote partnerships that address the need to increase individual evaluator competencies. Obvious examples are what has already been done by CES, IDEAS, EES, and a full issue of AEA's *New Directions for Evaluation* on "Accreditation, Certification, and Credentialing: Relevant Concerns for U.S. Evaluators". Surely there is already much interest and there are significant initiatives already going on. IOCE needs to recognize and affirm those initiatives, and offer to do what it can to promote collaboration without attempting to imply that it has the capacity or mandate to provide coordination.

4. **Equity-Focused, Gender-Responsive Evaluation**
   Activities under this domain include an Innovation Challenge to VOPEs funding four winners to undertake projects to promote equity-focused, gender-responsive evaluation, and creating a webinar series on the subject, hosted on the My M&E website. Numerous key informants noted that EvalPartners' emphasis on equity-focused, gender-responsive evaluation, to the exclusion of other goals and social goods that evaluation could aid, seems out of step with its otherwise open-ended, partner-driven approach. Many people suggest broadening EvalPartners' potential aims to addressing any issue that appears of social importance, such as, for example, climate change.

➤ Equity-focused and gender-responsive programs and evaluations were the foundational values that were part of the original agreement between the Finnish Ministry of Foreign Affairs (the funder), UNICEF, and the IOCE. At the same time, we agree that other social justice and rights-based approaches should be included. Our effort is driven by a genuine concern for inclusion (another foundational value). To have true inclusion of all partners in EvalPartners, equity, gender equality and inclusion were and are deemed essential, but not unique.
➤ The multiplicity of values and desired outcomes have been expressed through the MDGs in the past, and will be expressed through the Sustainable Development Goals (SDGs) in the near future. As we promote evaluation *per se*, we need to be sure that the message is clear – evaluation is needed for all of these and many other reasons. If members of EvalPartners, for example, wish to initiate new efforts targeted toward evaluation that promotes a healthy ecology, everyone would be delighted (this was a big theme at EES for example). But this will happen only if some partners decide to take the leadership and devote time and effort toward such an initiative.
➤ Currently, we are working towards establishing an EvalCulture thematic network dealing with evaluation of minority rights, indigenous populations, inter-religious and inter-cultural dialogue, citizen inclusion and all aspects falling under the broader "culture" umbrella. We are completely open to incorporate other aspects when the enabling conditions are right.
➤ As we advocate for parliamentarians and others to recognize the value of evaluation and for governments to take evaluation more seriously, another issue that has come up is promoting evaluation for good governance and for empowerment.

➢ Going forward, we will devote some thought as to how to invite initiatives from partners who wish to work toward evaluation that promotes other social goals.

Consistent with these perspectives, the EvalPartners Management Group has approved the following policy statement:

➢ We in EvalPartners are guided by two sets of central values. First, we adhere to values that explain <u>why</u> we promote and conduct evaluation. At our core, we believe evaluation can help create a world that better reflects our values of equity, gender equality, social justice, and human rights. Second, these core values imply operational values that describe <u>how</u> we believe evaluation should be conducted. We believe that good evaluations emphasize their use and usability, are culturally sensitive, evidence-based, ethical, and transparent. Often the line between these two sets of considerations is permeable, but the distinction helps us to maintain focus on our most central values. In order to emphasize to all audiences both <u>why</u> we conduct evaluation and <u>how</u>, EP written materials will reflect the importance of all these values and use a balanced terminology whenever referring to them.

➢ As an operating principle, we will write whichever adjective(s) before the word "evaluation" are necessary for that particular context and sentence. For example:
-- If it is necessary in that sentence to highlight any of the values that explain <u>why</u> we promote and conduct evaluation, then we will write before the word "evaluation" whichever of those values are appropriate;
-- If it is necessary in that sentence to highlight any of the values that describe <u>how</u> we believe evaluation should be conducted, then we will write before the word "evaluation" whichever of those values are appropriate;
-- Otherwise, we will simply use the word "evaluation."

III.   Governance Structure, Decision-Making and Implementation Processes

The evaluation evidence demonstrates that there is an established governance structure in place consisting of both strategic level bodies (the IAG, EPMG, and ExCom) and implementation bodies at the operational management level - the task forces. Coupled with this established strategic and operational governance structure, are a stated set of principles (strategic partnership, innovation, inclusion, and a focus on human rights, gender equality, and social equity) and core values that guide EvalPartners in implementing its activities globally.   While EvalPartners has an established governance structure in place, evidence suggests that improvements are needed that can be traced to gaps in the governance structure and the administrative and communications processes underlying it. Establishing shared norms and procedures will help fill these gaps while improving the decision-making, communication, and volunteer capacity of the partnership.

One of the hallmarks of EvalPartners' success as a partnership is in having garnered the sector-wide support of key and influential partners and the appearance of a network firmly established in itself and the broader evaluation community. Two factors underpin this success – EvalPartners' networked structure (role as catalyzer and convener) and its shared impassioned leadership with champions dedicated to its cause. While EvalPartners' credibility has been clearly established as evidenced by interviewee perceptions and the breadth of products developed to support VOPEs and individual capacity building, seven areas for future consideration around effective governance and decision-making were identified. These considerations recognize the strengths of EvalPartners networked model and focus on areas of improvement that will enhance the network in its communication, management, administrative, and stakeholder relation capacities. These considerations are:

1. Articulate partner roles and expectations
2. Review and formalize management processes and procedures
3. Clarify administrative procedures and lines of communication
4. Formalize organization of the task forces and allocate some activities to structures other than task forces
5. Clarify the role of the international advisory group (IAG)
6. Articulate the network's value proposition (added value) and strategic directions
7. Address the need for sustained funding

EvalPartners has achieved a great deal in a short amount of time. Its successes appear to share four characteristics: 1) resonance and relevance to the broader evaluation community; 2) a focus on building and leveraging relationships between and across evaluation actors; 3) flexibility and openness, and 4) boldness of imagination.

➤ We absolutely must turn our attention to the governance of EvalPartners. We are aware of the need to clarify governance structures and roles. But we are also conscious of the dilemma of relying, on the one hand, on the inspired leadership of "champions" (as the evaluators so aptly named them) who bring skills and commitment, but are really part-time volunteers; and, on the other hand, the desire for EvalPartners to be more like an "official organization", yet wanting to avoid the downsides of a bureaucracy. There are great advantages to a volunteer-run organization, but also limitations. As EvalPartners takes on more and more responsibilities, it will need to deal with such dilemmas. This will be further addressed in our response to the recommendations below.

➤ Referring specifically to the evaluators' 1st point above, there *do* need to be more well-defined roles and expectations of the various sorts of institutions that have expressed their desire to be recognized as Partners in the EvalPartners coalition. Beyond simply having their logos added to the MyMandE.org/EvalPartners website. Both because of their number (over 50) and because of their diversity (from major multi-lateral and bilateral donor agencies to relatively small VOPEs and INGOs) it would be hard to define expected roles for all of them. Nevertheless, we do need to involve them in helping the EPMG come up with ways for these many partners to play whatever roles in this coalition they are willing and best prepared to play. Actually, in many if not most cases it could just be doing a better job

of recognizing and affirming what these partners are *already* doing to promote evaluation capacities.

➢ Referring to the 4th point above, the EPMG has already recognized that some initiatives may require some coordination by EvalPartners-related task forces, but there are a number of networks that already exist that can be encouraged without having to "manage" them. After all, EvalPartners likes to think of itself as a *movement*, not a centralized institution.

➢ The 5th point asks that the role of the International Advisory Group (IAG) be clarified. In actual fact that *is* one way the leaders or representatives of partner organizations are recognized. In addition to including them in the address list to whom monthly newsletters and important announcements are sent, we need to let them know we would welcome strategic advice from members of the IAG. Should such input and more active engagement be expected from "advisors"? Certainly they are given opportunities for engagement not only via email but, importantly, during meetings such as that held in Chiang Mai, Sao Paulo, Dublin, and, in late 2015, at the II Global Evaluation Forum in Kathmandu.

➢ Of course there is a need for securing sustainable funding in the future. EvalPartners has been very fortunate to receive major, multi-year grants from the Finnish Ministry of Foreign Affairs and USAID. In the future it is hoped that such funding can be received directly by IOCE, rather than having to be passed through UN agencies (first UNICEF and currently UN Women). It needs to be recognized that IOCE is an official organization governed by bylaws, a Board of Trustees representing regional and Big VOPEs, elected officers, etc. EvalPartners, on the other hand, is a somewhat informal coalition of many organizations, currently led by IOCE and UN Women. (It has been proposed that UNEG become the leading partner with IOCE in the future.)

➢ It will be mainly up to IOCE to seek additional sources of funding in order to provide financial resources it will be directly responsible for. On the other hand, the power of EvalPartners is not just the IOCE, but the legitimacy it has as a broader partnership among multiple organizations and actors. The IOCE could have *never* achieved what it has achieved through EvalPartners if it were on its own.

Recommendations

Based on the findings, this evaluation has identified recommendations in relation to nine key issues, as listed below.

Key Issues:	Recommendations:
1. Relevance	1. EvalPartners remains highly relevant, and therefore should continue beyond 2015.
	➢ Obviously that is what we visualize! And what we commit to fulfilling, as much as we are able. See the Action Plan for 2015 and the development of the Global Evaluation Agenda 2016-2020. New partners and networks are being added, including the thematic networks.

2. Representation	2a. Clarify the role of partners beyond VOPEs in relation to IOCE and EvalPartners.
	2b. Clarify definition of and expectations around partnership.

➢ We acknowledge the need to do this. We need to engage the partners of EvalPartners in a discussion to clarify their intentions for being a part of EP, and what their roles should be. Need to develop a Statement of Commitment for EP partners, incorporating input from present partners.

3. Communication	3a. Create a user-friendly single-window website dedicated to EvalPartners.

➢ We currently see no reason to have a different website for EvalPartners than where it is presently hosted, at www.MyMandE.org/EvalPartners. However, we have purchased the domain name of www.evalpartners.org. From there we will link to both the present MyMandE website and the IOCE website. Noting that an individual evaluator in Minneapolis has already purchased www.EvalPartners.com, we have asked the IOCE Secretariat to purchase all other variations of EvalPartners domain names.

3b. Hire a dedicated Executive Director, with oversight for communications coordination.

➢ When IOCE can be assured of comprehensive, multi-year, secure funding, we can then develop a job description for an Executive Director, and to go through the recruitment process. In the meanwhile, it will require some more discussion among EPMG members to get full agreement.
➢ We also should recognize that we already have an Executive Coordinator of EvalPartners, in addition to the Co-Coordinator and Secretariat.
➢ There needs to be an email address like Coordinator@EvalPartners.org.

4. Engagement	4. Create thematic platforms for organizations (including, but not exclusive to VOPEs) to participate in as they choose.

➢ Individuals, including members of VOPEs, are welcome to join various task forces and thematic networks. It has been

easier for VOPE members to join because of the outreach and advocacy role that IOCE is playing on their behalf, but all "partners" in EvalPartners are encouraged to play such an outreach and advocacy role for their constituency

➢ We will consider setting thematic platforms for EP members and Task forces, similar to the ones for VOPEs on the IOCE website forum.

| 5. Effectiveness (of Capacity-Building Actions) | 5a. Recognize and foster the characteristics that lead to success. |

5b. Continue the commitment to including capacity-building for VOPEs within processes as much as possible.

5c. Revisit and revise the EvalPartners' logic model so that it is a better match to open-ended capacity-building for evaluation.

➢ This evaluation has helped provide information, based on solicited perspectives of many stakeholders, that can inform EvalPartners on how to do these things. We need to apply the findings and recommendations of this evaluation that contribute to a process that the EPMG will be going through. Including renewing the theory of change and logic model.

➢ We are not sure what the evaluators mean by an "open-ended" approach to capacity building.

6. Structures for implementation

6a. Formalize structure and membership processes for task forces.

6b. Document processes of decision-making, communication and engagement for task forces.

➢ As mentioned in the response above, the EPMG intends to do just that. We will set up a Governance Working Committee to take the lead. This should include the Statement of Commitment for Partners, but also other issues related to governance and communication.

7. Feedback & Learning

7. Continue to monitor specific EvalPartners' initiatives, including the use of resources such as toolkits. Make results publicly available when possible.

➢ We commit to set up a more systematic monitoring system, including an annual survey to gather feedback from stakeholders.

8. Formalization & clarification	8a. Review and formalize management processes and procedures.
	8b. Clarify administrative procedures and lines of communication.
	8c. Clarify the relationship between IOCE, the UN and EvalPartners. The existing relationship has largely worked well, but there are some associated uncertainties.
	➤ This builds on the response to #6 above.
9. Funding	Develop a funding strategy for the post-2015 period, tied to decisions about EvalPartners' longer term institutional home and reflecting consideration for EvalPartners global (North-South, North-North, and South-South) role.
	➤ Yes, we can … and will!
	➤ During 2015 we are engaging in an aggressive fundraising strategy, building on the ability for IOCE to receive direct funding and manage it on behalf of EvalPartners. Of course a clear, renewed overall vision and rearticulated logic model and strategic plan will be fundamental to any fundraising plan. The development of the Global Evaluation Agenda for 2016-2020 is an important part of that process.

Annex A: Management Response Action Plan

Evaluation Recommendation 1: EvalPartners remains highly relevant, and therefore should continue beyond 2015.				
Management Response: Agree				
If recommendation is rejected or partially accepted, report reasons:				
Actions planned: See the Action Plan for 2015 and the development of the Global Evaluation Agenda 2016-2020. New partners and networks are being added, including the thematic networks.	Responsible Office/Person: EPMG	Expected completion date: November 27, 2015 (and beyond)	Implementation stage: Underway	Actions taken
Evaluation Recommendation 2.a: Clarify the role of partners beyond VOPEs in relation to IOCE and EvalPartners. Evaluation Recommendation 2.b: Clarify definition of and expectations around partnership.				
Management Response: Agree				
If recommendation is rejected or partially accepted, report reasons:				
Actions planned: We need to engage the partners of EvalPartners in a discussion to clarify their intentions for being a part of EP, and what their roles should be. Need to develop a Statement of Commitment for EP partners, incorporating input from present partners.	Responsible Office/Person: ExCom then full EPMG	Expected completion date: August 31, 2015	Implementation stage: Not Started	Actions taken
Evaluation Recommendation 3.a: Create a user-friendly single-window website dedicated to EvalPartners.				
Management Response: Disagree				
If recommendation is rejected or partially accepted, report reasons:				

Actions planned: We are currently see no reason to have a different website for EvalPartners than where it is presently hosted, at www.MyMandE.org/EvalPartners. However, we have purchased the domain name of www.evalpartners.org. From there we will link to both the present MyMandE website and the IOCE website	Responsible Office/Person: Megram	Expected completion date: April 15, 2015	Implementation stage: Not Started	Actions taken

Evaluation Recommendation 3.b: Hire a dedicated Executive Director, with oversight for communications

Management Response: Partially Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned: When IOCE can be assured of comprehensive, multi-year, secure funding, we can then develop a job description for an Executive Director, and to go through the recruitment process. In the meanwhile, it will require some more discussion among EPMG members to get full agreement. ➢ We also should recognize that we already	Responsible Office/Person: ExCom then full EPMG	Expected completion date	Implementation stage: Not Started	Actions taken

Evaluation Recommendation 4: Create thematic platforms for organizations (including, but not exclusive to VOPEs) to participate in as they choose.

Management Response: Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned: Individuals, including members of VOPEs, are welcome to join various task forces and thematic networks. It has been easier for VOPE members to join because of the outreach and advocacy role that IOCE is playing on their behalf, but all partners in EvalPartners are encouraged to paly such an outreach and advocacy role for their constituencies. To promote focused communications, we will consider setting thematic platforms for EP members and Task forces, similar to the	Responsible Office/Person: ExCom, Megram	Expected completion date: April 30, 2015	Implementation stage: Underway	Actions taken: Some task forces have already asked existing members to re-commit (or not), and invited other interested persons to join in the work of re-energized task force work.

Evaluation Recommendation 5.a: Recognize and foster the characteristics that lead to success.
Evaluation Recommendation 5.b: Continue the commitment to including capacity-building for VOPEs within processes as much as possible.

Management Response: Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned: This evaluation has helped provide information, based on solicited perspectives of many stakeholders, that can inform EvalPartners on how to do these things. A major part of VOPE capacity building has been the P2P small grants program. We are	Responsible Office/Person EPMG; P2P task force	Expected completion date (for P2P3 2015 solicitation) April 30, 2015	Implementation stage: Underway	Actions taken: P2P Task Force is developing plans for P2P3 (2015)

Evaluation Recommendation 5.c: Revisit and revise the EvalPartners' logic model so that it is a better match to open-ended capacity-building for evaluation.
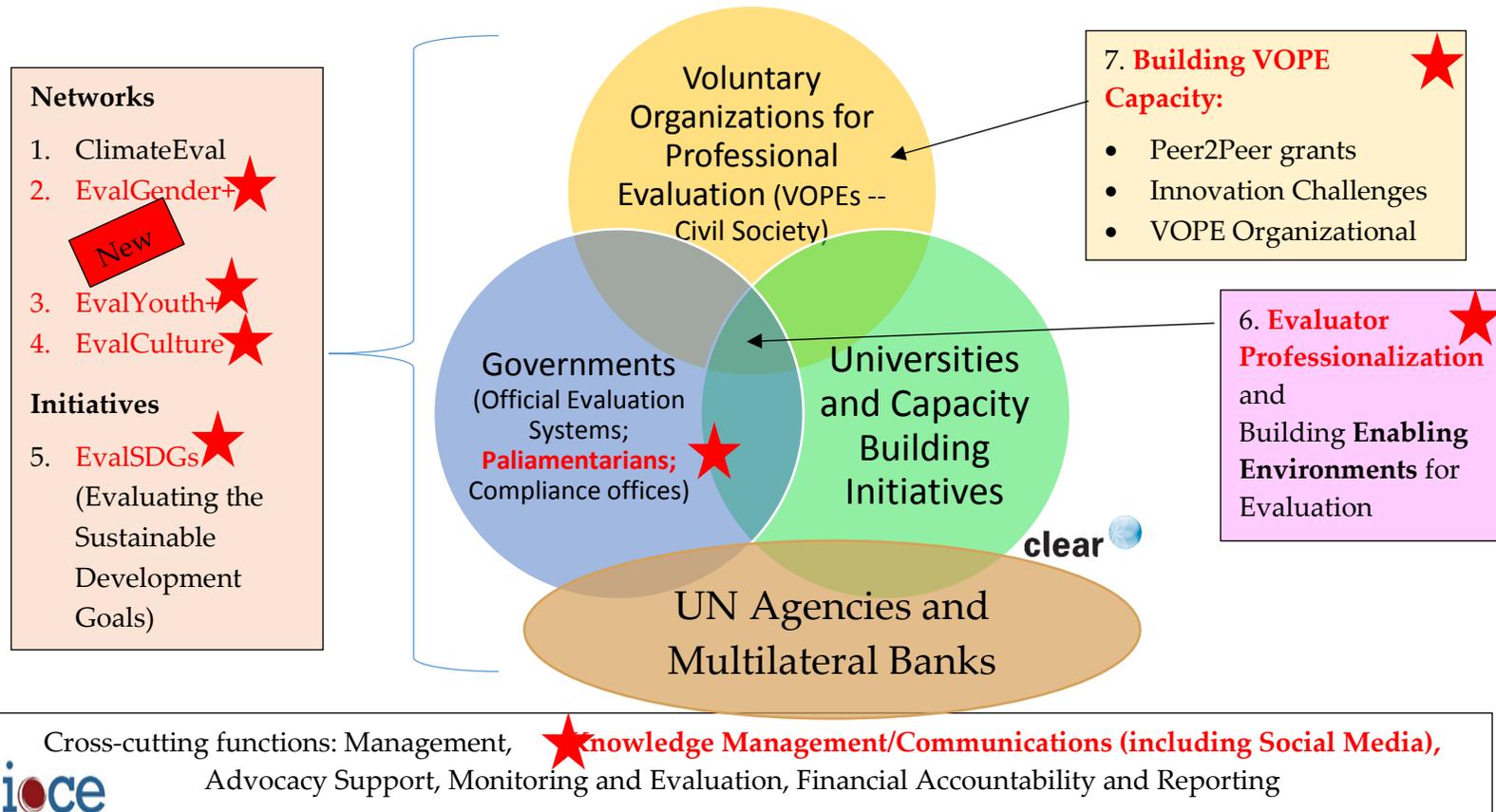
Management Response: Partially Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned: Based on the findings and recommendations of this evaluation, we will review the theory of change and logic model. However, we are not sure what the evaluators mean by an "open-ended" approach to capacity building.	Responsible Office/Person: EPMG	Expected completion date: July 30, 2015	Implementation stage: Not Started	Actions taken

Evaluation Recommendation 6.a: Formalize structure and membership processes for task forces.
Evaluation Recommendation 6.b: Document processes of decision-making, communication and engagement for task
Management Response: Agree:
If recommendation is rejected or partially accepted, report reasons:

Actions planned: As mentioned in the response above, the EPMG intends to do just that. We will set up a Governance Working Committee to take the lead. This should include the Statement of Commitment for Partners, but also other issues related to governance and communication.	Responsible Office/Person: Governance Working Committee then EPMG	Expected completion date: June 30, 2015	Implementation stage: Not Started	Actions taken

Evaluation Recommendation 7: Continue to monitor specific EvalPartners' initiatives, including the use of resources such as toolkits. Make results publicly available when possible.
Management Response: Agree
If recommendation is rejected or partially accepted, report reasons:

Actions planned: We commit to set up a more systematic monitoring system, including an annual survey to gather feedback from stakeholders.	Responsible Office/Person: ExCom then Full EMPG	Expected completion date: June 30, 2014	Implementation stage: Not Started	Actions taken

Evaluation Recommendation 8.a: Review and formalize management processes and procedures. Evaluation Recommendation 8.b: Clarify administrative procedures and lines of communication. Evaluation Recommendation 8.c: Clarify the relationship between IOCE, the UN and EvalPartners. The existing relationship has largely worked well, but there are some associated uncertainties.				
Management Response: Agree				
If recommendation is rejected or partially accepted, report reasons:				
Actions planned: This builds on the response to #6 above.	Responsible Office/Person: Governance Working Committee	Expected completion date: June 30, 2015	Implementation stage: Not Started	Actions taken
Evaluation Recommendation 9: Develop a funding strategy for the post-2015 period, tied to decisions about EvalPartners' longer term institutional home and reflecting consideration for EvalPartners global (North-South, North-North, and South-South) role.				
Management Response: Agree				
If recommendation is rejected or partially accepted, report reasons:				
Actions planned: During 2015 we are engaging in an aggressive fundraising strategy, building on the ability for IOCE to receive direct funding and manage it on behalf of EvalPartners	Responsible Office/Person: IOCE ExCom + IOCE Board + ~~EPMG~~	Expected completion date: June 30, 2015	Implementation stage: Underway	Actions taken: Proposal already being drafted for Finnish funding directly to IOCE w.e.f. 2016.

Annex B: Concept Diagram for Global Evaluation Forum[4]

Preparing for the EvalPartners 2nd Global Forum 2015 Celebrating International Year of Evaluation 2015 and Launching EvalVision 20/20: the 2016-2020 Evaluation Agenda Kathmandu, Nepal, 23-27 November 2015

Networks

1. ClimateEval
2. EvalGender+ ★

   New

3. EvalYouth+ ★
4. EvalCulture ★

Initiatives

5. EvalSDGs ★
   (Evaluating the Sustainable Development Goals)

Voluntary Organizations for Professional Evaluation (VOPEs -- Civil Society)

Governments (Official Evaluation Systems; **Paliamentarians;** Compliance offices)

Universities and Capacity Building Initiatives

clear

UN Agencies and Multilateral Banks

7. **Building VOPE Capacity:** ★
- Peer2Peer grants
- Innovation Challenges
- VOPE Organizational

6. **Evaluator Professionalization** and Building **Enabling Environments** for Evaluation ★

Cross-cutting functions: Management, ★ **Knowledge Management/Communications (including Social Media),** Advocacy Support, Monitoring and Evaluation, Financial Accountability and Reporting

ioce

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[4] Proposed by Jennifer Bisgard

Indicates that the topic will be extensively discussed at the EvalPartners 2nd Global Forum as they emerged from the global online dialogue.

Throughout the world, Voluntary Organisations for Professional Evaluation, referred to as VOPEs, are coming together to celebrate EvalYear and focusing on achieving the UN General Assembly's call for evaluation systems development by government, parliaments and civil society. VOPEs and their governments are being asked to consider their contributions to the following seven priories which have arisen from a global dialogue held early in 2015:

Global Agenda Topics	Description	Potential Sponsors	
		Committed	Potential
EvalYouth+ Network	Focus on building a network of Young and Emergent Evaluators	RFE	DfID, UNICEF, EES
EvalGender+ Network	Evaluators focussed on gender, disabilities and vulnerable populations	UN Women + approx.. 30 orgs.	
EvalCulture Network	Representivity of under-represented groups and understanding their cultural context		United Nations Human Rights Council, CES, AEA, EES, AES, ANZEA
EvalSDG Initiative:	Strategies for countries to evaluate own evaluation policies and systems, especially those related to Sustainable Development Goals		IDEAS, UNDP/NEC

Global Parliamentarians Forum	Building parliamentarian support for and capacity to work with evaluations	Various Development Banks	
Professionalization of Evaluators	Dealing with issues of credentialing, accreditation and quality control		IDEAS, CES, CLEAR, EES, SAMEA, Thailand
Building civil society partnerships and capacity	VOPE capacity building through: Peer-2-Peer grants, Innovations Challenges, using and contributing to the VOPE Toolkit, etc.	IOCE	Finland
Knowledge Management and Communications	How do we communicate about evaluation, where are the repositories and the Knowledge Management best practices?		IOCE, UNICEF

Steps During EvalYear

Step 1: All VOPEs and other evaluation organisations celebrating EvalYear are asked to consult and build their own positions on this agenda.

Step 2: In October, UNDP and IDEAS will host the 4th International National Evaluation Capacities conference in Thailand where the global agenda will be discussed with government representatives, international agencies and IDEAS members.

Step 3: The year will culminate with the EvalPartners/IOCE 2nd Global Forum in Nepal in November 23-25, 2015 where representatives will convene and declare the Global Evaluation Agenda 2016-2020.