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Executive summary

This document provides the supporting information that informed the development of the EvalPartners (EP) Strategic Plan 2023-2030. There were three stated purposes for the new Strategic Plan:

2. Strengthen and/or (re) engage actors within the partnership
3. Build a powerful strategy that is a key management tool and that captures, and leverages EvalPartners’ value added

Building from strength, addressing challenges

The first purpose considered the context and background to EvalPartners, the findings and recommendations of the Evaluation of Strategic Plan 2018-2020 and the current status of EvalPartners.

This included the results of standard strategic planning tools including a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, strategic stakeholder mapping and an influence map. The application of these tools ensured that the Strategic Plan 2023-2030 is evidence-based and is a strong foundation to build from.

Inclusive co-creation process

The second purpose was for a consultation process to gather input to the Strategic Plan 2023-2030, designed to engage relevant individuals and organisations as co-creators in a way that would contribute both to the direction and content of the Strategic Plan and the following implementation. The development of the Strategic Plan itself placed emphasis on the voice of individuals involved with EvalPartners.

The consultation reached more than 100 key individuals in interviews and Focus Group Discussions and an estimated several hundred people commenting through the online tools throughout March and April 2022.

Strategic input was remarkably coherent across diverse groups and individuals that were consulted, emphasizing the need for EvalPartners to be a dynamic, inclusive network that leads, connects, collaborates, and communicates to promote, strengthen and grow the evaluation sector as presented in this plan.

Contemporary Strategic Planning

The third purpose is addressed by the application of contemporary practice in strategic planning that emphasizes creativity, effective communication, a clear implementation modality and simple links with strategy and resources.

Strategic Plan 2023-2030

The input received during engagement and subsequent decisions made by EvalPartners leadership have resulted in the following four strategies that aim to drive forward action towards key intermediate and longer-term outcomes for the evaluation community as a contribution to strengthening the evaluation sector and its contribution to improved impact on key world issues.
EvalPartners’ vision for the 2023-2030 Strategic Plan reflects EvalPartners’ leadership role and the potential for this role to be captured to maximise the contribution of the evaluation sector.

These leadership roles as well as the unaffiliated reputation of EvalPartners were identified by co-creators as key strengths which EvalPartners can leverage to progress the sector and its contribution. Accordingly, the vision for the period 2023-2030 is:

“Evaluation contributes to a wiser, more equitable, and sustainable world”

The mission for EvalPartners for 2023-2030 reflects EvalPartners’ potential to influence the evaluation sector as a leader in contributing to strengthening the evaluation community and developing the evaluation ecosystem.

“Be a leader in enabling progressive, inclusive and contemporary evaluation practice”

EvalPartners principles were drawn from the EvalAgenda2020 and refined through the co-creation process.

Inclusivity | Innovation | Transparency
Human Rights | Social Justice | Gender Equity

The key outcomes that arose during the strategic planning that EvalPartners does currently, and can contribute for the period 2023-2030, were at both the sector and evaluation community levels.

EvalPartners can contribute to and promote a community that is active and engaged on critical evaluation issues, that is participatory, bringing in new participants and raising the voice of current evaluation stakeholders, particularly those important voices that are not sufficiently heard in evaluation sector development.

EvalPartners has strengths that go beyond dialogue and advocacy and has achieved pragmatic outcomes in strengthening the sector and supporting initiatives to improve the conduct and use of evaluation.

During the period 2023-2030, EvalPartners needs to continue to support initiatives that create real progress on priority issues. Often these will be innovative or test activities that may be expanded through other partners in the sector.
Another important outcome relates to the building and sharing of evaluation knowledge. There are other evaluation organisations or networks that work in this area and EvalPartners acknowledges their strength and that working with these parties can support the spread and uptake of knowledge.

Understanding the wide breadth and scope of the vision and mission, EvalPartners will need to focus on priority outcomes for the period 2023-2030.

EvalPartners will pursue the following strategies with indicative key actions on areas of the sector that EvalPartners can influence. The strategies are inter-connected and mutually reinforcing, contributing towards achieving the outcomes.

**Strategy 1: EvalPartners leads on stimulating evaluation reach, recognition and use**

This strategy aims to advance the horizons of the current evaluation sector by identifying priority issues and opportunities to expand understanding of the value and potential of evaluation in diverse contexts. EvalPartners will embrace a leadership role including working with members of the evaluation sector to identify key priorities for development of the sector, particularly through the EvalAgenda 2030 to acknowledge and raise sector issues and help actualize new opportunities to strengthen the sector.

**Strategy 2: EvalPartners connects diverse actors on evaluation priorities**

This strategy aims to capitalize on and expand current mechanisms for inclusion based on the experiences of existing partners and volunteers to achieve an evaluation sector that is welcoming and open, that reflects diverse contexts, interests, experiences and approaches. This will assist with ensuring the broad relevance of EP activities in terms of languages, cultures, genders, and abilities; as well as connecting with other sectors (e.g. research, private sector, academe, statistics, management, governance, audit, etc.).

**Strategy 3: EvalPartners collaborates on action to address evaluation priorities**

This strategy aims to bring together actors and catalyse action in response to key evaluation priorities. This requires EvalPartners to support initiatives within specific EP initiatives and with partners to be responsive to emerging issues and engage in dynamic and innovative activities to respond to priorities.
Strategy 4: EvalPartners communicates on evaluation sector learning

This strategy aims to facilitate knowledge sharing and skills development towards credible and decision-relevant evaluation practice and systems. There are other actors that specialise in providing evaluation training and capacity building activities.

EvalPartners’ role, as a global evaluation leader, is to communicate and facilitate these opportunities in line with the identified priorities in Strategy 1 and where there is demand generated by the sector. A focus on sharing evaluation knowledge and experiences will help to build a strong community of competent evaluators so that evaluations generated through increased demand and use are of a high quality, reinforcing the usefulness of evaluation.

Outcome-focused implementation

The key to strategic planning is to create energy, drive and focus for improved achievement. For this reason, the Strategic Plan itself includes appendices with a reader-friendly and concise Strategic Plan Summary and a one-year Action Plan.

The four strategies will guide the work where detailed activities will be agreed through a coordinated approach, whilst ensuring that the activities are responsive to emerging priorities.

The evaluation of the Strategic Plan 2018-2020 recommended the development of a simple monitoring system to assist in tracking progress.

Monitoring Strategic Plan progress will be a priority to assist EvalPartners to continue improving communication with members, participants in various networks and initiatives and with the wider sector.
1. Introduction

1.1. Background

EvalPartners was launched in 2012 as a collaborative initiative between the International Organization for Cooperation in Evaluation (IOCE) and the United Nations Children’s Fund (UNICEF). Over time, other organizations have supported the initiative with funding, expertise and collaborative activities. Now EvalPartners has also engaged other development agencies, Civil Society Organizations (CSOs), parliamentarians, national governments and academia, amongst others, that have an interest in the evaluation sector.

Together with other evaluation sector actors, EvalPartners has led critical activities that have contributed to evaluation sector development. Key achievements by EvalPartners include:

- Leadership of global evaluation forums
- Championship of EvalYear 2015
- Inclusion of evaluation in the 2030 Agenda for Sustainable Development
- Preparation of the EvalAgenda2020 – currently preparing the EvalAgenda 2030
- Facilitation of a range of events and projects to support innovation, inclusion and scaling up of evaluation initiatives

Of importance are the five global evaluation networks, within EvalPartners, that have engaged and activated key activities with other formal and informal organizations and individual evaluators to progress evaluation initiatives.

EvalPartners’ two Flagship Programmes for supporting national evaluation systems are: promotion of Evidence Matters, and continuing leadership for the Global EvalAgenda 2020 (soon to be updated to EvalAgenda 2030). These programmes have produced positive results to date and will continue into the new Strategic Plan Period, but will be reviewed on an annual basis.

For further information see the EvalPartners website: [www.evalpartners.org](http://www.evalpartners.org)
1.2. Context

The strategic approach of EvalPartners has evolved as the landscape and ecosystem for evaluation has shifted. Key influences include the expansion of Voluntary Organization of Professional Evaluators (VOPEs) worldwide (from 15 in early 2000 to approximately 170 national and regional VOPEs globally in 2020); demonstrating increasing numbers of evaluators and institutions conducting evaluations. Other influences noted by co-creators during the consultation included an increasing recognition of evaluation as a technical activity, increasing complexity of interventions to be evaluated and changing political structures impacting on evaluation practice.

There are now more institutions leading evaluation at the national, regional and global levels. There is an increase in the range and type of institutions conducting evaluations. There are more opportunities for evaluation capacity development, some formal, some informal. This raises the profile and opportunities for evaluation, yet has also made the landscape more crowded.

In 2020, EvalPartners commissioned an external evaluation to evaluate progress to date and to provide recommendations for future consideration. The EvalPartners Executive Committee (ExCom) generated a response to the Evaluation. These points have guided and been incorporated into the Strategic Planning process (The Strategic Plan 2018-2020 Evaluation Analysis is available in an appendix, not included in the public plan). The Evaluation identified nine key points that need to be considered in a new Strategic Plan as summarized in Table 1.

Table 1. Evaluation findings

<table>
<thead>
<tr>
<th>Topic</th>
<th>Evaluation Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Review EP governance structure to address ambiguities. Convene EP leaders to address</td>
</tr>
<tr>
<td></td>
<td>constraints. Incentives/recognition to volunteers to enhance participation.</td>
</tr>
<tr>
<td>Governance</td>
<td>Reflect on and clarify vision, approach, and structure.</td>
</tr>
<tr>
<td>EP objectives</td>
<td>Revitalize networks and interlinkages to elaborate coherent and verifiable objectives</td>
</tr>
<tr>
<td></td>
<td>and generate new ideas.</td>
</tr>
<tr>
<td>EP and IOCE</td>
<td>Clarify roles, links and influence in EP's governance and activities.</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Consolidate current partnerships, expand partnerships.</td>
</tr>
<tr>
<td>Communication and visibility</td>
<td>Perk up EP’s image and strengthen branding.</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Set up a system enabling the management and storage of EP documents thereby ensuring</td>
</tr>
<tr>
<td></td>
<td>easy access to and dissemination of all EP information.</td>
</tr>
<tr>
<td>Fundraising</td>
<td>A pressing issue that requires pro-active approach.</td>
</tr>
<tr>
<td>Project reporting and monitoring</td>
<td>Define a shared measurement system to assess collective impact and capture key learning points.</td>
</tr>
</tbody>
</table>

Source: EvalPartners Evaluation 2020 (synthesized)

At the same time as this Strategic Plan has been developed, a stocktake of progress made towards EvalAgenda 2020 has been undertaken to identify challenges and issues and to inform the development of the next EvalAgenda.
1.3. Methodology

Contemporary strategic planning emphasizes efforts to:

- Apply creativity and innovation to the strategy process
- More effectively communicate the strategy internally
- Enhance capacity to adapt to organizational change and renewal of strategy
- Implement the strategy more effectively
- Be more entrepreneurial in the implementation of new ideas
- Spend more time evaluating alternative scenarios of the future
- Develop better links between their strategy and their budget

The preparation of a new EvalPartners Strategic Plan was guided by a Strategic Planning Reference Group comprising the EvalPartners ExCom and representatives of all networks. The consultation was designed to facilitate co-creation of the new EvalPartners Strategic Plan 2023-2030. Consultation opportunities were provided in Spanish, French, Arabic and English and comprised of interviews, Focus Group Discussions (FGDs) and open consultation sessions. In addition, multilingual on-line interactive discussion tools were developed to facilitate contribution from anyone at any time.

A PowerPoint presentation was prepared and circulated through the VOPEs and networks to introduce the strategic planning process, and guide people toward the most appropriate avenue to provide input. Different opportunities were available depending on an individual’s level of familiarity with EvalPartners and time availability to contribute to the process as below:

1. Survey, click on a link and provide input
2. Co-creation Interviews and Focus Group Discussions (1.5 hours). Five open FGDs were organized at various times and dates to accommodate time zone differences. Two in English, one each in French, Arabic and Spanish. Specific FGDs were also organized for EP Committee and Taskforce Members as well as the IOCE Board. VOPEs and Network leaders were provided with links to book FGDs along with the links to the online tools to circulate to members.
3. Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis (input via Mural platform online)
4. Draft Theory of Change. Strategic thinkers were encouraged to comment on a draft ToC (input via Mural platform online)
5. Influence Map. Deep thinkers were encouraged to reflect on how evaluation and EvalPartners can influence sustainable development (input via Mural platform online)

Individual interviews were offered to all EP committee members and identified key individuals. The SWOT, Theory of Change and Influence Map were available via the Mural platform. At least 340 individuals were involved in the consultation. (This data is available, but was not included in the public plan).

The document review, consultation and online tools provided significant data for preparation of the EvalPartners Strategic Framework 2023-2030 and initial Implementation Plan.
2. Strategic analyses

This section summarizes the various analyses carried out during the strategic planning process (internal and external analysis, SWOT Analysis, Environmental Scan, Stakeholders Analysis, and mapping of strategic alliances).

The Environmental Scan highlighted that the evaluation sector has expanded in the last five years. There are institutions that have strengthened their evaluation functions such as within the United Nations. There are also new initiatives that have arisen. Through a strategic analysis process, several key points emerged.

EvalPartners is seen as a **sector leader that has been instrumental in supporting key initiatives** such as UN Resolution A/RES/69/237 on evaluation capacity development and the inclusion of country-led evaluation as a key mechanism for follow-up and review for the 2030 Agenda.

EvalPartners has a strong value as it provides the opportunity for anyone interested in evaluation to link into events and activities, across different countries, contexts and interests, as a neutral, non-affiliated and safe space to dialogue across different perspectives on key themes of interest.

EvalPartners is seen as a **dynamic, flexible network model to explore how to move from issues to solutions**. The practical support, such as for VOPE initiatives, conferences, and specific activities through the networks available through EvalPartners has been well-regarded. This is seen as a point of difference from sector institutions that focus only on dialogue and promotion of evaluation or that focus on their own evaluation development.

Although there is an increasing number of institutions engaged across the evaluation sector, **EvalPartners is seen as distinct for its ability to be flexible**. Another point of difference noted was that EvalPartners is not linked to any one institution but rather is able to **work across the evaluation sector by working with diverse organizations and institutions as an enabler for both demand and supply of evaluation**. Due to the strong relationship with VOPEs, EvalPartners is seen to be linked to the regional and national levels.

Even if there is some overlap in the aims and objectives of some institutions, this does not detract from EvalPartners, and actually **increases the opportunity for leadership and partnership across the sector**, reaffirming the potential value of EvalPartners.

However, during the consultation, particularly through key informant interviews, there was a level of confusion around the different actors in the landscape, given that many of the organisations have arisen in recent years. As a result of the environmental scan, the conclusion is that EvalPartners already holds a unique space in the landscape but that this is
not always well-communicated or understood by all actors. Further information on the Environmental Scan is available as an appendix.

Based on the environmental scan and input from co-creators, EvalPartners needs to claim its sector leadership role more strongly. This role is built on EvalPartners’ ability to liaise, and partner with a multiplicity of partners with no vested interest through collaborative approaches. An important aspect is the link between the global and local evaluation sectors, between advocacy, evaluation theory and practice.

2.1. EvalPartners SWOT analysis

The analysis then deepened to assess the strengths and weaknesses of EvalPartners, as well as threats and opportunities. The inputs received to the online SWOT tool are summarized below. These were consistent with the findings of the environmental scan but provided more detail on where EvalPartners can focus for 2023-2030 to strengthen the approach and initiatives. More detail on the SWOT is available as an appendix.

Input regarding EvalPartners key strengths strongly related to EvalPartners’ unaffiliated nature, diversity and openness creating a strong sense of family or community and a strong position for EvalPartners to influence. Other strengths related to the EvalAgenda which was felt to be unique in the evaluation landscape. Recent efforts to revise communications were noted as positive and a strength of the network. The networks and taskforces, in particular, were identified as providing a space for people with similar interests and as enabling action to address key, contemporary issues.

The value-focused and multi-actor approach through partnerships brings together a wide range of individuals to discuss key issues and concerns across the sector. This leads to new, joint ventures as well as open spaces to support innovative approaches to evaluation. Furthermore, the opportunities for learning within EP was noted. This learning includes cross-learning among VOPEs, general learning opportunities and knowledge transfer from experienced evaluators.

EvalPartners’ weaknesses identified through the online SWOT tool related to resourcing and volunteer management, internal processes, communication and an unclear niche within the evaluation landscape. An overarching weakness identified related to a less than optimal use of available technology and tools to support activities. Resourcing weaknesses related to uncertainty in access to funds to support activities and a slow budget burn rate due to small initiatives.

This is somewhat related to another weakness identified in terms of volunteer management which leads to over-reliance on volunteers and volunteer burnout as well as less than efficient use of available volunteer resources. Some internal processes were also identified as being less than optimal. These processes include leadership renewal and decision-making processes to better build upon EvalPartners’ previous successes. Respondents felt that, despite recent communication improvement, noted as a strength above, further improvements are needed.

Additionally, coordination of the networks, partners and consistent participation was felt to be an area for improvement, particularly to enhance synergies between the activities of the
networks. Some weaknesses related to partnerships and engagement, particularly at the national and local level with national and local evaluation commissioners, VOPES and other interested partners. Academia and VOPE involvement were also identified as an area for further improvement.

Lastly, some confusion about EvalPartners' role within the broader landscape was raised, with uncertainty about EvalPartners intent in future and difficulty in accessing clear information about how EvalPartners operates. There was also a perception amongst a small number of participants that EvalPartners is UN focused.

Several opportunities were identified in the online SWOT Analysis tool. These largely related to forging new connections, taking advantage of the current context and capitalizing on existing strengths. In terms of expanding connections, specific opportunities were to utilize the VNR process as a way to link with national evaluation systems, link more strongly between VOPES, Governments and the UN to build capacity and support country-led evaluations and collaborate on specific initiatives, including an emphasis on equity, gender, first people, amongst others.

Other opportunities identified related to increased use of technology, specifically digital meeting spaces, harnessing the passion and energy of volunteers and assisting countries that do not yet have a certified or professional evaluation body. Global focus on evaluation that has increased after the COVID-19 pandemic and the stipulation of evaluation in Agenda 2030 to achieve the SDGs were also identified as opportunities to stimulate further uptake of evaluation. Other opportunities related to seeking more resources and networking with other evaluation leaders.

In terms of threats to EvalPartners identified through the SWOT tool, not maximizing the potential of connections and relationships was a common comment. This includes connections with key decision makers, partners (both current and potential), volunteers and VOPEs. Not valuing and maintaining engagement with volunteers, in particular, was identified as a key threat.

Another threat related to a lack of visibility of EvalPartners and gaps in internal clarity about EvalPartners value in the evaluation landscape. Unclear decision-making processes that are not clearly demonstrated to be based on evidence were also identified. Lastly, global challenges such as war, poverty and inequality were identified as contextual threats.

### 2.2. Survey analysis

The survey response was moderate at 34 respondents\(^1\), given that it was circulated through networks and in newsletters. Responses are therefore considered indicative and contributory rather than statistically significant. Nonetheless the responses were helpful in identifying response patterns across a diverse range of respondents. Details of the responses are available as an appendix.

The majority of respondents were active in conducting evaluations and experienced evaluators, but one third noted they were young and emerging evaluators. Respondents were from diverse organizations across the sector. The gender response was approximately

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\(^1\) 31 responses to the English survey and 34 responses to the Spanish survey
60% female to 40% male. One third were very active in EP, one third partially involved and one third not directly involved but had participated in EP activities.

The understanding of EP importance was considered to be high amongst respondents with most identifying that EP had a strong role in global evaluation, in supporting VOPEs, in advocacy for evaluation, in building evaluation knowledge and innovation and in engaging evaluators in networks and supporting evaluation activities. There was a strong indication from responses that EP influence has been growing strongly from 2013 to 2018 with a slight decline since 2018 by a few respondents. However, it is notable that almost half of the respondents were unsure about the current management arrangements and approximately only one quarter of respondents believe that the arrangements are adequate.

In terms of effectiveness of operations, a uniformly high rating was given by respondents to the value of the activities and EP's contribution to the sector, an average of 6-7 out of ten across all activities. The demand for evaluation was seen as increasing and the needs across the sector at all levels high. The main challenges to effectiveness for EP in supporting the sector were diverse including insufficient communication, lack of resources, fragmentation of activities and not enough visibility. EvalPartners' greatest contribution for the future of the sector was seen in its coordinating role, supporting networks, and facilitating partnerships.

2.3. Summary of analyses

The strategic analyses raised important aspects that EvalPartners needs to focus on for the next seven years. These emerged from the various strategic planning consultation processes and with reference to the evaluation and available documentation. These are:

2.4. EvalPartners unique role in sector leadership

EP holds a unique position in the evaluation landscape. It was the first unaffiliated evaluation network that addressed the global potential for evaluation and engaged multiple actors across different disciplines, institutions, regions and countries. EvalPartners continues to be recognized as a preeminent global organization in the evaluation sector with a strong leadership role. Participants in the strategic planning process, both currently and not yet engaged with EvalPartners, reinforced this role.

Important factors for maintaining EvalPartners role are, strong and active leadership that inspires engagement in key priorities for the evaluation sector, a neutral stance that is not influenced by any one institution and providing opportunities and a platform for diverse actors to connect on issues that are of critical importance to the evaluation sector.

The EvalAgenda 2020 was seen as a pivotal initiative as part of EvalYear 2015 that hugely raised the profile of evaluation across the world. EvalPartners role in these activities demonstrates its convening power, potential to connect diverse actors through dialogue and the ability to engage partners in collaborative ventures, such as the P2P projects and the innovation challenge. These projects are seen very positively to strengthen the knowledge and capacity of the sector beyond the small investment for the specific initiatives because they generate learning that is disseminated widely around the networks. An updated EvalAgenda 2030, that is under development at the time of this Strategic Plan, presents significant opportunities for the sector if EvalPartners uses the update to engage with sector
leaders and provide greater guidance on how the EvalAgenda 2030 contents can be used across the globe.

EvalPartners leadership in initiating, facilitating and supporting strategic interventions play a catalytic effect for broader action and results because of their potential to connect key actors for collaborative action and convene action on key topics.

**Strategic focus 2023-2030:**

EvalPartners was an early leader in the evaluation space and this leadership reputation continues. This requires EvalPartners to build on credibility, convening power and leadership capacity in order to cement this unique value by maintaining potential for connections that are representative of the diversity of the evaluation sector as well as valuing the contributions made through these connections.

### 2.5. Partners, members and affiliated volunteers

EvalPartners is fundamentally a network of partners. EP partners have provided resources, expertise and advocacy support to assist EP in achieving its aims to date. EP has built credible institutional and reputational relationships which enable connections from evaluation practice to policy and from policy to practice. These connections between strategic and operational partners across evaluation demand and supply at the national level, and a large number of volunteers at all levels is a unique value of EP and is essential for EP to fulfil its potential. The strategic analyses clearly pointed to the need for EP to invest in maintaining and expanding relevant partnerships, to ensure that it maintains its relevance.

However, current and potential institutional partners indicated that processes for partnership or the potential for partners to contribute are not clear. The Governance Structure for EP approved in 2019 aims to formalize partnerships through developing a Memorandum of Understanding (MoU) with institutional partners in three “colleges”, IOCE, the UN and key partners. These partners are then considered as EvalPartner members and form an overarching Assembly of Partners. The consultation indicated that there is still uncertainty regarding this structure and how representation of members occurs especially for partners not explicitly represented on the ExCom who are unclear what avenues are available to strategically contribute based on their area of expertise.

In addition, EP has been able to mobilize volunteers who are affiliated with EP through a range of activities, largely driven through the networks. These volunteers have contributed substantially to EP achievements. The consultation highlighted the many activities that volunteers have achieved, such as convening and managing events, generating papers and guidelines etc. Concerns were identified relating to the spread of coordinating work across high numbers of sporadic volunteers for diverse activities, coupled with an intensive management and coordination workload contribution by a small number of volunteer leaders which has caused some volunteers to feel burnt out.
2.6. Inclusiveness

The reputation of EP as an open and welcoming dialogue space for evaluation is valued by those who understand the EP structure and feel engaged through communications and activities. This was particularly highlighted in relation to the networks that provide an essential space within the sector for individuals to come together to progress action on topics of interest and importance. The openness of EP is seen as a key strength by those who are aware of how to connect. However, some groups felt that EP can be exclusive at times and that processes and opportunities to join and contribute to EP are not clear. Furthermore, language acts as a barrier to engagement. Potential for expanded inclusiveness was also identified in relation to different countries, cultures, interests and sectors.

2.7. The networks

The networks have been the engine room of action and results for EvalPartners. The networks have attracted a huge number of volunteers who have invested their time and efforts in generating knowledge products and activities for capacity development across the sector and in many different countries and cultures. However, the voluntary nature of the networks means that activities are often sporadic, and results require significant contributions from volunteers.

Valuing the input made by individuals through these connections is imperative. The networks provide an avenue for linking activity and dialogue on special topics to progress the evaluation sector. The networks are seen as more dynamic and are also more visible at the country level and for VOPEs than EP as a whole. Accordingly, the networks are integral to sustainable and diverse engagement of volunteers and partners. The practical, activity-oriented nature of the networks differentiates EvalPartners from an advocacy network, rather as a sector development network. This nature is integral to EP’s overall progress on key evaluation topics and priorities including gender mainstreaming in evaluation practice,

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2 For more information about the EvalPartners networks visit: https://www.evalpartners.org/evidencematters/evalnetworks/
increased use and understanding of the role of evaluation to achieve the SDGs, inclusion of youth and strengthening of young and emerging evaluators, promoting indigenous evaluation and strengthening links between evaluation and policy.

The diverse potential for connection at multiple levels (individual, organizational, national etc.) through the EvalPartners brand is a key strength to ensure that EP is representative of the diversity of the evaluation sector and for EP to act as a sector leader.

**Strategic focus 2023-2030:**
EP networks are a key asset of EP and have demonstrated a huge potential for attracting and connecting individuals and organisations, harnessing action on particular topics and providing a dynamic, inclusive, and active face for EP. EP needs to recognize and maintain this value. This requires EP to continue to support the networks, ensure coordination and promote fruitful collaboration and to recognize the contribution of volunteers through the networks.

### 2.8. Advocacy and resource mobilization

EP has made significant achievements in advocacy in relation to the UN Resolution, EvalYear, and advocacy for the inclusion of evaluation in the 2030 Agenda for Sustainable Development. These initiatives have shifted the evaluation sector. This has been achieved through the leadership role of EvalPartners and the strategic activities of the EP leadership supported through the EP’s networks, connections, and partners. Volunteers have invested their knowledge and expertise to support advocacy efforts that have raised the key issues at a high level for member states in the UN, for parliamentarians in national government and to key decision makers in many different organisations. This momentum needs to be continued for EP to continue to be relevant. Advocacy takes two forms, one is to raise the voice of the evaluation sector beyond the current contexts of use, the other is to raise resources for the implementation of critical sector initiatives. For both of these activities, excellent communication is a key. EP’s current approach to advocacy appears to be ad-hoc and not sufficiently systematic. Where EP is clear about the messages that it wants to portray (for example, supporting young and emerging evaluators, Indigenous evaluation by Indigenous evaluators, evaluation to achieve the SDGs, engagement of Parliamentarians in evaluation and promoting gender equity and gender responsive evaluation, there have been advances both for the key advocacy issues and to raise profile of sector priorities for investment.

Strongly linked with EP’s advocacy role is the needs to mobilize resources to support the priorities identified and advocated for. This requires a strategic approach to fundraising that is clearly linked with an advocacy strategy. These strategies should mutually reinforce the importance of the priorities identified and being pursued.

**Strategic focus 2023-2030:**
Advocacy is a key part of EP’s value. This requires using EP’s reputation, means and connection to advance the sector through advocacy for specific issues as well as expanding and strengthening the profile of the evaluation sector along with associated and required resource mobilization.
2.9. Contemporary content

EP has been a global knowledge leader focusing on the current and critical issues of the evaluation sector. The networks are a key tool in doing this and have been very successful, for instance the EVALSDGs Policy Briefing Notes and EvalIndigenous Origin Stories. EP’s role as a knowledge leader in the evaluation sector requires a degree of adaptability to ensure that EP is at the forefront of emerging issues and responsive to contemporary content. Through the consultation, there was interest to continue to pursue emerging issues and develop evaluation knowledge through sharing and knowledge products.

The process for identifying key issues is important to allow for EP to be responsive to new issues and opportunities as they arise. Ideas raised during the consultation include evaluation for emergency contexts, transformative evaluation in practice, environmental evaluation and climate change, south-south engagement and continued focus on indigenous evaluation, ensuring diversity in evaluation methods and evaluation systems. A recurrent theme was to continue strengthening national evaluation systems, although it was acknowledged that there are growing evaluation sector partners working on national evaluation capacity development and that building productive partnerships is important. It may be in the next seven years that new networks will be established to create action around new contemporary content as critical topics come to the fore through dialogue and finding ways to respond to new critical issues and opportunities as they arise. This is linked to both knowledge building and capacity development.

Capacity development as discussed through the consultation has been a broad approach to different forms of evaluation sector development. This includes professional development through the academic sector, training and learning opportunities, but it also includes active knowledge building through pilot projects and mentoring and stimulating evaluative thinking. The role of EP in capacity development is facilitative. EP can stimulate and combine efforts though convened relationships around contemporary issues that need to be embedded into professional development. EP can be a platform to convene and link with the growing body of resources and professionalization initiatives that are available and emerging across the sector.

EP responded to COVID, and the networks continued to function even if the global forum has not proceeded, for example EVALSDGs has recently generated a three-part podcast series on country-led evaluations for sustainable development and EvalYouth has continued the annual conference and global mentoring program virtually. P2P projects have continued to operate and generate benefits. However, the absence of the Global Forum was noted as a gap in the evaluation sector by those consulted. Co-creators affirmed that the Forum is an important tool for convening dialogue to stimulate joint action and that its absence throughout the pandemic slowed global progress for the sector.

**Strategic focus 2023-2030:**

EP has an integral part in continually progressing the sector to respond to contemporary content; not necessarily in direct delivery of activities such as capacity building but rather a facilitative role to link demand with supply for these initiatives.
2.10. Dynamic initiatives (including active events)

The dynamic initiatives of EP to date have created the opportunity for bringing together key leaders in evaluation to co-create initiatives that have enabled the sector to leapfrog beyond gradual growth. The events, the global forums and other initiatives have stimulated new connections and sharing of knowledge towards joint action which have multiple benefits for the sector. It has created the opportunity for collaborative activities and events that have seeded new activities at regional and national level. Some of these initiatives have connected with bottom-up initiatives to raise the profile of new innovations across the world to bring these into mainstream evaluation practice. For example, EvalIndigenous, EvalGender+, EvalYouth and the Global Parliamentarians Forum (GPFE).

Strategic focus 2023-2030:

Initiatives and events have been an important part of EP’s results. Continue to generate the most positive results with a focus on utilizing these events and initiatives to create connection between evaluation actors worldwide and stimulate collaborative action that results in tangible results for the sector.

3. Strategic objectives and priorities

3.1. Vision, mission and principles

Based on the preceding analyses and the consultation, a strategic vision and mission were generated (see Figure 1). The consultation specifically asked for key words that would depict the future impact of EvalPartners, and what their vision would be for EP’s contribution by 2030. A further question was to summarize what EP’s role towards achieving the vision and what the key focus should be for the next seven years.

An important point that arose from the consultation was that EP should be explicit about the principles that it pursues and that the activities should be in line with these principles. This was seen as important to encourage innovation and activities as long as they follow the EP principles, enhancing the dynamism and flexibility of EP. The principles were drawn from the EvalAgenda2020 and refined through dialogues during the strategic planning process.
3.2. Theory of Change and strategies

**EvalPartners updated Theory of Change**

An updated ToC\(^3\) has been developed for the Strategic Plan 2023-2030 to assist with illustrating EvalPartners’ dynamism and strengths, to provide high level strategic direction and to inform future adaptive planning and management.

The updated ToC presented in Figure 2 is based on the vision presented in section 3.1 and the priority outcomes arising from the analyses, considering causal links between the desired outcomes and proposed strategic focus for EP in 2023-2030. Analysis of feedback and information about the aspects identified four key areas of action for EvalPartners over

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\(^3\) A retrospective ToC for the EvalPartners’ previous Strategic Plan generated as part of the EvalPartners Evaluation in 2020 is available as an appendix. It reflected the focus of the previous Strategic Plan on existing initiatives, professionalization and capacity development.
the next seven years to capitalize on EP’s strengths and for EP to claim it’s unique space in the evaluation landscape.

Figure 2. EvalPartners Theory of Change 2023-2030

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>Evaluation contributes to a wiser, more equitable, and sustainable world</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTOR OUTCOME</td>
<td>EvalPartners contributes to a stronger evaluation sector</td>
</tr>
<tr>
<td>OUTCOMES The evaluation sector is…</td>
<td>Progressive in raising priority global issues for the evaluation sector</td>
</tr>
<tr>
<td></td>
<td>Expanding and Inclusive of diversity</td>
</tr>
<tr>
<td></td>
<td>Achieving progress on key evaluation priorities</td>
</tr>
<tr>
<td></td>
<td>Advancing contemporary and high quality evaluation systems and practice</td>
</tr>
<tr>
<td>INTERMEDIATE OUTCOMES The evaluation community is…</td>
<td>Active in engaging internal and external actors on critical evaluation issues</td>
</tr>
<tr>
<td></td>
<td>Participatory, with expanded engagement of all actors</td>
</tr>
<tr>
<td></td>
<td>Responsive to, and actively addresses, key issues and opportunities</td>
</tr>
<tr>
<td></td>
<td>Competent in commissioning, conducting and using evaluation</td>
</tr>
<tr>
<td>OUTPUTS</td>
<td>Key priorities for the evaluation sector identified, prioritised and advocated for</td>
</tr>
<tr>
<td></td>
<td>Open platforms (forums, networks, flagships and special events) on evaluation convened</td>
</tr>
<tr>
<td></td>
<td>Joint initiatives with volunteers and members to address evaluation priorities Implemented</td>
</tr>
<tr>
<td></td>
<td>Knowledge products, referrals to members and shared evaluation experiences generated</td>
</tr>
</tbody>
</table>

Note: A more complex ToC was presented as part of the online tools for comment. However, feedback indicated that a simpler approach to communication from EvalPartners would help to make EP’s added advantage clearer and distinguish EP in the landscape. The ToC also draws from the input on the online ToC (available as appendix).

The ToC shows essential aspects of EvalPartners work that underpin all activities and enable progression towards outcomes. A strong evaluation sector requires the production of high-quality evaluations that are appropriate to context, respond to emerging issues and utilized broadly across multiple sectors. High-quality evaluations can then inform credible, evidence-based decision-making and guide improved outcomes for equitable and sustainable development. These aspects of a strong evaluation sector are all areas where EP works and can influence. Further explanation of the strategies follows in the next section.
**EvalPartners Strategies 2023-2030**

The strategies for EvalPartners for 2023 to 2030 are expected to guide the focus of EP activities and focus on the four key outcomes. These are:

**Strategy 1: EvalPartners leads on stimulating evaluation reach, recognition and use**

This strategy aims to **advance the horizons of the current evaluation sector by identifying priority issues and opportunities to expand understanding of the value and potential of evaluation in new contexts.**

This strategy aims at stimulating the breadth of evaluation in new contexts (reach), increasing understanding and acknowledgement of the value, diversity and usefulness of evaluation (recognition) and the application of sound evaluation practice and outputs (use). This strategy requires EP to embrace a leadership role and to increase the breadth of evaluation use.

This leadership role includes working with individuals and organisations to identify key priorities for development of the sector (EVALAGENDA), to acknowledge and raise issues that are challenges within the sector and to help guide the sector through finding new solutions. Accordingly, this strategy requires EvalPartners to lead within and beyond the current sector to advance the horizons of the field through clearer partnerships and processes for inclusion.

**EP’s reputation as a non-affiliated network leader places EP in a strong position to use this strategy, including strong advocacy, to pursue the mission and vision.** Similarly, these same traits place EvalPartners in a positive position to partner with other actors and are key for EvalPartners to promote as part of embracing and communicating EP’s leadership role in the sector. EvalPartners needs to be clear about the role it plays within the sector, as a connector, convenor and communicator and to go beyond delivering activities or services in any one aspect of the sector and rather as a broader sector development organisation.

**Strategy 2: EvalPartners connects diverse actors on evaluation priorities**

This strategy aims to capitalize on and expand current mechanisms for inclusion utilizing the experiences of existing partners and volunteers to achieve an evaluation sector that is a welcoming and open space that reflects diverse contexts, interests, experiences and approaches. This will in turn assist with ensuring the broad relevance of future EP activities.

Accordingly, EvalPartners **has a pivotal role in linking people from all backgrounds** to the evaluation sector through activities and networks. **Inclusivity** is a key consideration for implementing this strategy, including inclusivity in terms of languages, cultures, genders,
ages, and abilities; as well as connecting with other sectors (e.g., research, private sector, academe, statistics, management, governance, audit, etc.).

This strategy should be broad to connect all actors, including commissioners, evaluators, and users of evaluation. Any individual should feel comfortable connecting with EvalPartners, knowing that their interests will be acknowledged and respected.

This strategy requires clear guidelines regarding engagement with EP that are widely available to anyone interested in joining. Separate guidelines are required for individuals and organisations that include i) the process for engaging, ii) expected contributions of engagement, and, iii) avenues of representation to leadership and decision making.

Strategy 3: EvalPartners collaborates on action to address evaluation priorities

This strategy aims to bring together actors and catalyse action in response to key evaluation priorities. This requires EvalPartners to support volunteers and networks to work jointly with partners to strengthen the evaluation sector and progress EP’s vision and goal.

This strategy will need to be responsive to emerging issues and require continuous, dynamic and innovative activities and initiatives to respond to identified priorities. EvalPartners will support initiatives that respond to key evaluation issues through collaboration of multiple actors to engage in innovative action that has potential to shift the sector forward. The results of this strategy will be achievement of progress in addressing key evaluation challenges and issues and grasping of key opportunities. EP can encourage and facilitate action that ensures that the evaluation sector remains up to date and effectively responds as needed while also freeing up resources and volunteers for EP to pursue more strategic actions.

Strategy 4: EvalPartners communicates on evaluation sector learning

This strategy aims to facilitate knowledge sharing and skills development towards high quality evaluation practice and systems. There are other actors that specialise in providing evaluation training and capacity building activities. EvalPartners role, as a global evaluation leader, is to communicate these opportunities where there is demand and to communicate knowledge generated by the sector. This strategy requires communication of available evaluation knowledge, referral to partner initiatives and sharing of experiences for increased evaluation capabilities. This communication is
beyond a singular communication campaign and requires sustained focus for communication across the sector.

A focus on sharing evaluation knowledge and experiences to build a strong community of competent evaluators means that evaluations generated through increased demand and use are of a high quality and reinforce the usefulness of evaluation. EP can take a leadership role within this space and generate knowledge products, connect individuals to available knowledge and facilitate sharing of experiences to strengthen the sector. EvalPartners can offer a range of platforms, events and activities to facilitate sharing of evaluation experiences and knowledge between diverse actors on contemporary evaluation topics.

These broad strategies reflect an expansion of the sector and an increasing number of organisations and networks mandated to undertake specific sector-strengthening activities. The above strategies reflect and clarify EvalPartners’ strengths to allow EP to consolidate them and to use them over the next seven years to operate in an increasingly crowded evaluation ecosystem. In order to differentiate from other actors, the strategies consolidate and focus on EvalPartners unique contribution to enable, strengthen and build upon the activities of other actors rather than compete in any one context or focus area. The broad nature of the strategies means that EP can maintain a degree of flexibility to adapt to emerging issues and areas of demand in order to evolve and continue to be a leader in the evaluation sector.

EvalPartners Thematic Priorities

The Strategic Planning process noted the importance of EP working with the Evaluation Community on identified priorities. It was identified that these priorities are two-fold. Firstly, there are priorities identified by EP through individuals in EP decision-making roles, as both members and leaders of the evaluation community in their own rights. Secondly, EP as a sector leader has a role to play in supporting the priorities identified by partners and other leaders in the sector.

As part of the process, key priorities were identified that co-creators were interested in EP pursuing to strengthen the sector. These are roughly in the order of emphasis during the process. However, it is recognized that this is a “long list”, and that further work is required through ongoing EP coordination to assess the feasibility and demand for focus on specific thematic priorities. These have been classified into existing priorities where EP is already carrying out activities and potential areas for new or enhanced focus. For each of these priorities, a process of dialogue and defining the most critical areas for focus is required on an on-going basis by interested parties.

Existing Priorities

- National evaluation capacity development
- VOPE strengthening
- Young and emerging evaluators support
- Support and respect Indigenous evaluation
- Support evaluation for the SDGs
• Promote evaluation for parliamentarians
• Continue support for gender equity in evaluation
• Opportunities to showcase innovation in evaluation
• Improved guidance for use of EvalAgenda

Potential Priorities

• Widen inclusiveness and diversity in evaluation (inclusion of gender diversity, and attention to biodiversity and interspecies equity)
• Make key evaluation material and opportunities available in multiple languages
• Highlight and progress the importance of technology and big data in evaluations
• Be more proactive in climate change/environmental evaluation
• Strengthen evaluation practice for emergency and humanitarian contexts
• More attention to complexity/context specific evaluation approaches and experience
• Better engagement of wider actors such as NGOs and private sector in evaluation sector

EvalPartners Results Framework


The Evaluation encouraged EvalPartners to establish a simple monitoring system, coordinated though ExCom but driven through each of the EvalPartners initiatives to improve demonstration of results achieved. Data collection is envisaged to be facilitated through an activated coordination committee that will create dynamic updates, as well the systematic data collection to feed into an annual meeting of members to update on progress and gain feedback and input to adaptive management processes for the next annual work plan.

The activities, results and means of measurement outlined as an appendix to the public plan, provide additional detail in relation to measuring the success of EvalPartners activities and initiatives towards achievement of the outcomes and impact identified in the ToC in line with each strategy. The framework provides a basis for EvalPartners to develop more detailed activities and monitoring and evaluation instruments to demonstrate progress towards outcomes. This results framework needs to be incorporated with the ExCom action plan arising from the EvalPartners Evaluation as well as the implementation plan and mechanisms for this Strategic Plan.

3.3. Assumptions, risks and mitigation

The following assumptions, risks and challenges were identified through the EvalPartners evaluation and through the Strategic Planning process. The risks focus on aspects that may impede the effectiveness of the implementation of EvalPartners Strategic Plan.
<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Implications of Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation continues to have an important global focus and is not superseded</td>
<td>Unlikely to occur within the timeframe of this strategic plan</td>
</tr>
<tr>
<td>by new approaches</td>
<td></td>
</tr>
<tr>
<td>Current partners remain committed to EP.</td>
<td>If any key partners withdraw, EP will need to reconsider structure and governance in a</td>
</tr>
<tr>
<td>EvalPartners will access sufficient resource to main basic governance</td>
<td>timely manner.</td>
</tr>
<tr>
<td>activities and support key activities.</td>
<td>EvalPartners fundraising remains a focus for EP management with partners and requires a</td>
</tr>
<tr>
<td></td>
<td>distinct fundraising approach and plan. A clear proposal for funding is required, targeted</td>
</tr>
<tr>
<td></td>
<td>towards identified potential funding partners. EvalPartners also needs clear mechanisms for</td>
</tr>
<tr>
<td></td>
<td>centralized and decentralized resource mobilization, with associated acquittal and reporting</td>
</tr>
<tr>
<td></td>
<td>processes to maintain good accountability.</td>
</tr>
<tr>
<td>EP will follow the recommendation of the Evaluation to establish a simple</td>
<td>This has been identified through the evaluation and accepted as a key action but at the time</td>
</tr>
<tr>
<td>monitoring system to adequately reflect EP progress and report to stakeholders and partners on results.</td>
<td>of the Strategic Planning process was not in place. If the system is not designed and activated, it may be challenging for EP to adequately report to funders and partners on progress.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenge/Risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability and willingness of partners to engage with EvalPartners initiatives.</td>
<td>Take a positive approach to building relationships with potential and existing partners to identify and partner on synergistic activities for mutual benefit. Offer current and potential partners a menu of opportunities to engage in line with their specific interests. EP leadership across ExCom networks/other activities to identify opportunities to strengthen internal and external partnerships. Engage in a range of networks and events to build relationships with committed partners.</td>
</tr>
<tr>
<td>Evaluation findings and strategic plan analysis regarding changes required to EP to remain relevant are not adequately pursued.</td>
<td>EvalPartners needs to rapidly adapt and shift to the changing environment to maintain relevance to its broad and diverse base.</td>
</tr>
<tr>
<td>Voluntary nature of EvalPartners activities and leadership.</td>
<td>Prepare a more active approach to volunteer support and acknowledgement. Secure funding for coordinator to assist and support volunteer leadership.</td>
</tr>
<tr>
<td>Communication across a diverse range of current and potential stakeholders.</td>
<td>Provide simple communication guidelines to assist EvalPartners networks, Flagships and</td>
</tr>
<tr>
<td>Challenge/Risk</td>
<td>Mitigation</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Insecure and short-term funding.</td>
<td>Build partnerships to secure resources and seek funding from a range of partners in line with the EP objectives and principles.</td>
</tr>
</tbody>
</table>

3.4. Indicative year-one actions

The strategic management activities listed in Table 2 below each strategy are suggestions to assist in achieving the targeted results and it is expected that EvalPartners will build on these through the implementation of the Strategic Plan and adjust the Results Framework accordingly.
## Table 2. One-year implementation plan

### Strategy 1: EvalPartners leads on stimulating evaluation reach, recognition and use

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and publicize an <strong>engagement and partnerships strategy</strong> including clear guidelines on how to become a partner, general expectations and requirements of partners and processes for donor and partner recognition.</td>
</tr>
<tr>
<td>• Develop an <strong>advocacy strategy</strong> that clearly articulates and promotes EvalPartners’ unique role, contains explicit asks and displays leadership on contemporary evaluation priorities. Ensure consideration of new advocacy avenues for attracting new actors and funders (e.g., webpage and social media resource mobilization opportunities).</td>
</tr>
<tr>
<td>• Complete the <strong>EvalAgenda 2030</strong>, with clear guidelines to evaluation actors on how the Agenda can be used.</td>
</tr>
<tr>
<td>• Using the Assembly of Partners, the Coordination Committee and other key Committees, agree the <strong>thematic priorities for attention</strong> on an annual basis, with proactive roadmaps for identified priorities.</td>
</tr>
<tr>
<td>• Seek resources to fund continuation of the <strong>Innovation Challenge</strong>, in line with the priorities identified through the previous action.</td>
</tr>
<tr>
<td>• Develop and begin implementation of a <strong>Fundraising Strategy and specific action plan</strong> to attract funding for activities to address identified thematic priorities for attention.</td>
</tr>
</tbody>
</table>

### Strategy 2: EvalPartners connects diverse actors on evaluation priorities

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Present</strong> the new <strong>Strategic Plan</strong> to all involved in EvalPartners for joint understanding and to re-engage individuals and organisations.</td>
</tr>
<tr>
<td>• <strong>Continue</strong> to provide a neutral platform, networks and activities to connect diverse actors.</td>
</tr>
<tr>
<td>• <strong>Clarify</strong> the EvalPartners leadership structure and processes to current and potential partners and interested individuals to make avenues of representation clearer.</td>
</tr>
<tr>
<td>• <strong>Continue to</strong> improve communications in different languages as a priority.</td>
</tr>
<tr>
<td>• <strong>Reach out to new entrants</strong> in the sector to find ways to partner.</td>
</tr>
<tr>
<td>• <strong>Investigate new partnerships</strong> which have a ripple effect for engagement beyond the sector (e.g., corporate partnerships).</td>
</tr>
<tr>
<td>• <strong>Create and publicize</strong> guidance for individuals and organisations wanting to join or partner with EvalPartners to clarify processes and expectations.</td>
</tr>
</tbody>
</table>
### Strategy 3: EvalPartners collaborates on action to address evaluation priorities

**Action**

- **Provide opportunities** for open dialogue on common evaluation priorities, through forums, networks, events and pilot initiatives.
- **Continue activities** to convene active, engaging meetings between diverse actors including forums, conferences, workshops and trainings.
- **Continue using small projects as a catalyst** for broader engagement and capacity development.
- **Target tangible sector results** (pilot project results, increased capacity development opportunities, new knowledge products, advocacy intensified on key issues, update of evaluation principles and good practice) that can be disseminated through accessible knowledge products and assist with future strategy implementation (e.g. through advocacy and fundraising).

### Strategy 4: EvalPartners communicates on evaluation sector learning

**Action**

- **Ensure mutual learning forums** continue to be a strong part of activity plans.
- **Engage with and promote** a wide range of evaluation capacity development avenues.
- **Capture lessons, experiences and knowledge** generated through EvalPartners activities and disseminate broadly and inclusively
- **Refer requests** received for capacity building to appropriate courses of other actors