



**INTERNATIONAL ORGANIZATION FOR COOPERATION IN EVALUATION
(IOCE) MEDIUM-TERM STRATEGIC PLAN**

2020-2023

February 2020

CONTENTS

1. INTRODUCTION	4
1.1. About the Document	4
1.2. Background to IOCE	4
1.3. Key Achievements	4
1.4. The Need for a Strategic Plan	5
1.5. The Process of Developing the Strategic Plan	5
1.6. Stakeholder Analysis and Target Audience	5
2.	62.1.
Global	6
2.2. EvalPartners	7
2.3. Specific Activities Spearheaded by IOCE	7
2.4. Strengths, Weaknesses, Opportunities and Threats of IOCE	8
3. VISION, MISSION AND VALUES	9
5. LOGIC MODEL	10
7. DELIVERING THE STRATEGY	12
7.1. Institutional Structure, Roles and Responsibilities	12
7.2. Partnerships	13
8. TRACKING IMPLEMENTATION	13
8.1. Results Framework	13
8.2. Monitoring and Evaluation	13
9. RESOURCING THE STRATEGY	13
9.1. Financing Plan	13

ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
IOCE	International Organisation for Cooperation in Evaluation
M&E	Monitoring and Evaluation
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
VOPE	Voluntary Organisations for Professional Evaluation

1. INTRODUCTION

1.1. About the Document

This document constitutes the medium-term Strategic Plan for the International Organization for Cooperation in Evaluation (IOCE) for the period 2020-2023. The Strategic Plan describes the background to IOCE, achievements to date, the process of preparing the strategic plan, stakeholders and target audience, the context, vision, mission, theory of change, strategic objectives, key strategies, how to deliver and track the strategic plan and resourcing the strategic plan.

1.2. Background to IOCE

The by-laws of IOCE (2015) state that IOCE seeks to legitimize evaluation and to support Voluntary Organizations for Professional Evaluation (VOPEs), whether they be formal evaluation societies or associations, or informal networks, at either sub-national, national, regional or international levels so that they can better contribute to good governance and to effective decision making and strengthen the role of civil society.

The IOCE builds evaluation capacity, develops evaluation principles and procedures, encourages the development of new evaluation societies, associations and networks, undertakes educational activities that will increase public awareness of evaluation and seeks to secure resources for co-operative activity. The IOCE is a forum for the exchange of useful and high quality methods, theories and effective practice in evaluation. Specifically, the IOCE has the following mandate:

- supports evaluation networks and collaborates worldwide
- facilitates access to developments in international evaluation
- challenges evaluators to push forward the frontiers of knowledge in evaluation theory and practice
- advances evaluation standards based on human rights and sustainability
- enhances and supports cultural specificity in evaluation design and practice
- promotes the utilisation of evaluation internationally
- builds capacity among emerging evaluation associations
- helps to establish international consensus on the legitimacy and credibility of evaluation as part of civic responsibility and participation.

The IOCE is governed by a Board of Trustees (the Board). The Board oversees the administration of the affairs of the IOCE including approval of membership applications, passing of membership and operational rules, authorisation of financing, and appointment of staff or consultants.

1.3. Key Achievements

The number of regional, national, and international VOPEs increased from 15 in 1999 to 177 by the end of 2018. Known VOPEs are located in 137 countries. Including sub-national, national, regional and international VOPEs, a total of 145 VOPEs from 103 countries have registered on the IOCE online directory of VOPEs (more about Verification task below). In recent years, the IOCE has supported the development of VOPEs through its VOPE Toolkit; it has contributed to the discussion on the professionalization of

individual evaluators; and it has reflected on the key characteristics of a recognized, democratically driven VOPE (further elaborated below). Since 2013, much of the energy of the IOCE has been invested in the animation and management of EvalPartners, a global initiative promoting evaluation in decision-making and supporting capacity-development in evaluation (described further below).

1.4. The Need for a Strategic Plan

The current IOCE strategic plan was formulated in 2015 and is due for a review. It is important to reflect on the current position of IOCE and ensure that the strategic plan is in line with growing demand from international, regional and national VOPEs. The strategic plan will provide IOCE with a reference document for all planning processes, including preparation of the work plan.

1.5. The Process of Developing the Strategic Plan

A participatory approach was used and it included stakeholder consultations, literature review, a regional workshop and synthesis of all stakeholder inputs. In 2018, members of the IOCE who attended a meeting in Helsinki were requested to review the strategic plan and make suggestions of objectives and strategies that are still relevant to IOCE as well as suggest new areas of focus for IOCE where possible. The Executive Committee then went through a process of reviewing the suggestions identifying those that fall under the IOCE mandate and these were incorporated into the strategic plan. The Executive committee worked on a draft strategic plan which was shared with the IOCE board, comments from the board were incorporated and the draft was presented at the AGM for their input.

1.6. Stakeholder Analysis and Target Audience

The direct stakeholders for IOCE are VOPEs and these are divided into three categories: international, regional and national. Indirect beneficiaries may include communities of evaluators at large, governments and universities and other tertiary institutions interested in evaluation.

Table 1. IOCE Stakeholders and their Expectations

Direct Beneficiaries	Expectations
International VOPEs	<ul style="list-style-type: none"> i) Access to information and knowledge products and repository ii) Linkages and networking with other evaluation associations iii) Harmonising evaluation best practice
Regional VOPEs	<ul style="list-style-type: none"> i) Evidence to support regional evaluation policy and programme development ii) Information and resources to support development of national evaluation associations iii) Enable linkages and networking with other regional associations
National VOPEs	<ul style="list-style-type: none"> i) Improved access to resources both financial and technical ii) Organizational capacity strengthening iii) Institutional support and strengthening iv) Access to repository of learning materials, lessons and best practice (VOPEs toolkit) v) Funding for implementation of best practices vi) Information and knowledge on best practices vii) Access to hands-on tools and approaches to evaluation

	viii) Opportunity to participate as partners in generating evaluation solutions and innovations
Indirect Beneficiaries	Expectations
Community of evaluators at large	i) Improved services from commissioners: <ul style="list-style-type: none"> - Improved access to new and improved knowledge, - Enhanced coordination in the evaluation sector
Governments and global organizations	i) Policy direction
Universities	i) Practices and innovation on professionalization

This medium-term strategic plan will be used by the IOCE Secretariat and its governance structures, members, and technical and funding partners. The document will be used as a basis for developing annual work plans and for engagement with both technical and funding partners.

2. THE CONTEXT

2.1. Global

The history of program and policy evaluation finds its roots in the 1960s in the United States. Its global history is much more recent with a new emphasis on evaluation in international organization (chiefly, the UN) and in multinational charitable foundations dating to the 1990s.

The global importance of program and policy evaluation was reinvigorated by the adoption of the Sustainable Development Goals (SDG) by the UN in 2015 and the incorporation of paragraph 74 in the 2030 Agenda. This paragraph includes a commitment to ensure a systematic follow-up and review of the SDGs that would be “robust, voluntary, effective, participatory, transparent and integrated” and that would “make a vital contribution to implementation and will help countries to maximize and track progress in implementing the 2030 Agenda in order to ensure that no-one is left behind”. The SDGs being universal and country-drive they raise a formidable challenge for evaluation practice and use, and represent a new opportunity to define evaluation as a key contributor in the political agenda.

Other international and regional plans affect the global landscape for evaluation. For example, Agenda 2063 is Africa’s blueprint and master plan for transforming Africa into a global powerhouse. It envisions a 50-year development trajectory for Africa through structural transformations, increased peace, renewed economic growth and social progress, people-centered development, increased globalization and the ICT revolution, increased unity of Africa, and emerging development and investment opportunities.

Evaluation theory and practice are not staying still either. There is a fundamental movement toward participatory and empowerment evaluation, with a profound reconsideration for the power relationships within the evaluation process. Evaluators are more and more likely to see themselves as a voice for the disenfranchised and as engaged actors in a social change process. They are also more and more likely to consider

themselves as professionals of a field called evaluation and to want to be recognized as such.

2.2. EvalPartners

EvalPartners commenced as a partnership in 2012 between the IOCE and the United Nations. This partnership has now expanded to a broad and active coalition of other concerned actors (governments, parliamentarians, foundations, research bodies, parliamentarians, private sector, and civil society, among others.) EvalPartners is not a registered entity, therefore its parent organisation is the IOCE which has co-chaired the movement with the United Nations.

EvalPartners' main activities include:

- Galvanizing national forces in several countries with a view to reinforce evaluation systems.
- Coordinating a global campaign to emphasize the possible contribution of evaluation to governance.
- Staging global forums and conferences, participating in high level discussions and advocating for the use of evaluation.
- Supporting five thematic networks that implement EvalPartners' vision and work on priority activities with volunteers from different sectors i.e. government, academia, civil society and development partner organisations.
- Providing small grants to support projects, regional conferences and individuals.

Through the leadership of EvalPartners and strong support of UN leaders, 2015 was adopted as International Year of Evaluation. No fewer than 92 evaluation-related events took place during 2015. These events increased the profile of evaluation by starting a dialogue on a way forward; finding means to connect to policy making; mainstreaming 'leave no one behind' principles for evaluation; and promoting the development of National Evaluation Policies. The momentum of EvalYear culminated with the adoption of an ambitious strategic and action plan for 2016-2020 for the entire community of evaluation: the EvalAgenda. Structured around four directions (the individuals, the organizations, the systems, interactions among them), the EvalAgenda is a crucial roadmap for EvalPartners and a statement of aspirations for years to come.

2.3. Specific Activities Spearheaded by IOCE

While EvalPartners is a key initiative for the IOCE, some projects are under the specific purview of the IOCE.

VOPE Toolkit. The VOPE Toolkit comprises a series of curated resources addressed to VOPEs and aiming to support their creation, growth, and institutionalization. The Toolkit is organized according to the life cycle of VOPEs. It includes resources from the evaluation world and from the general non-profit sector. It is available in English, French, and Spanish.

Professionalization. The Professionalization Working Group comprises some 50 individuals from around the world who are dedicated to supporting the professionalization of evaluation practice. Because the focus of the IOCE is on VOPEs and because of the

importance of context-specific professionalization action, the Working Group is developing suggestions for VOPEs to organize national and regional dialogues on professionalization and on the appropriate path to it. The Working Group organizes around five components of such dialogues: the definition of professionalization, the reasons to professionalize, the mechanisms, the strategies, and the necessary engagement and reflection.

VOPE verification. The VOPE Verification Working Group is responsible for curating the list of existing VOPEs and for establishing criteria defining active VOPEs. This working group works closely with regional VOPEs who have practical knowledge about national and sub-national VOPEs and can contribute to a better understanding of their dynamics.

2.4. Strengths, Weaknesses, Opportunities and Threats of IOCE

A SWOT analysis of IOCE showed the following institutional situation:

Key strengths:

IOCE should build on the following strengths:

- i) Growing VOPE membership
- ii) Has a clear and uncontested mandate (via VOPE verification task)
- iii) Has convening power
- iv) Its status gives it an ability to achieve a global multiplier effect

Key weaknesses:

IOCE needs to address the following weaknesses:

- i) Weak visibility due to inability to market its work and success stories
- ii) Variable level of participation of evaluation leaders because of the multiplicity of engagements at the national, regional, and global levels

Key opportunities:

IOCE can exploit many opportunities and use these as a springboard to better position itself for the future:

- i) The environment is favourable for IOCE's work, given its clear role and mandate
- ii) Members are showing growing interest in IOCE's work, but relevance must be shown
- iii) There are improvements in its relationships with donors, meaning improved funding prospects through EvalPartners
- iv) Potential for collaborative advocacy with the UN agencies and other global institutions to influence global evaluation for example the EvalAgenda 2020 and the proposed UN Resolution on Evaluation

Key threats:

A number of threats will need to be managed to minimise their impacts:

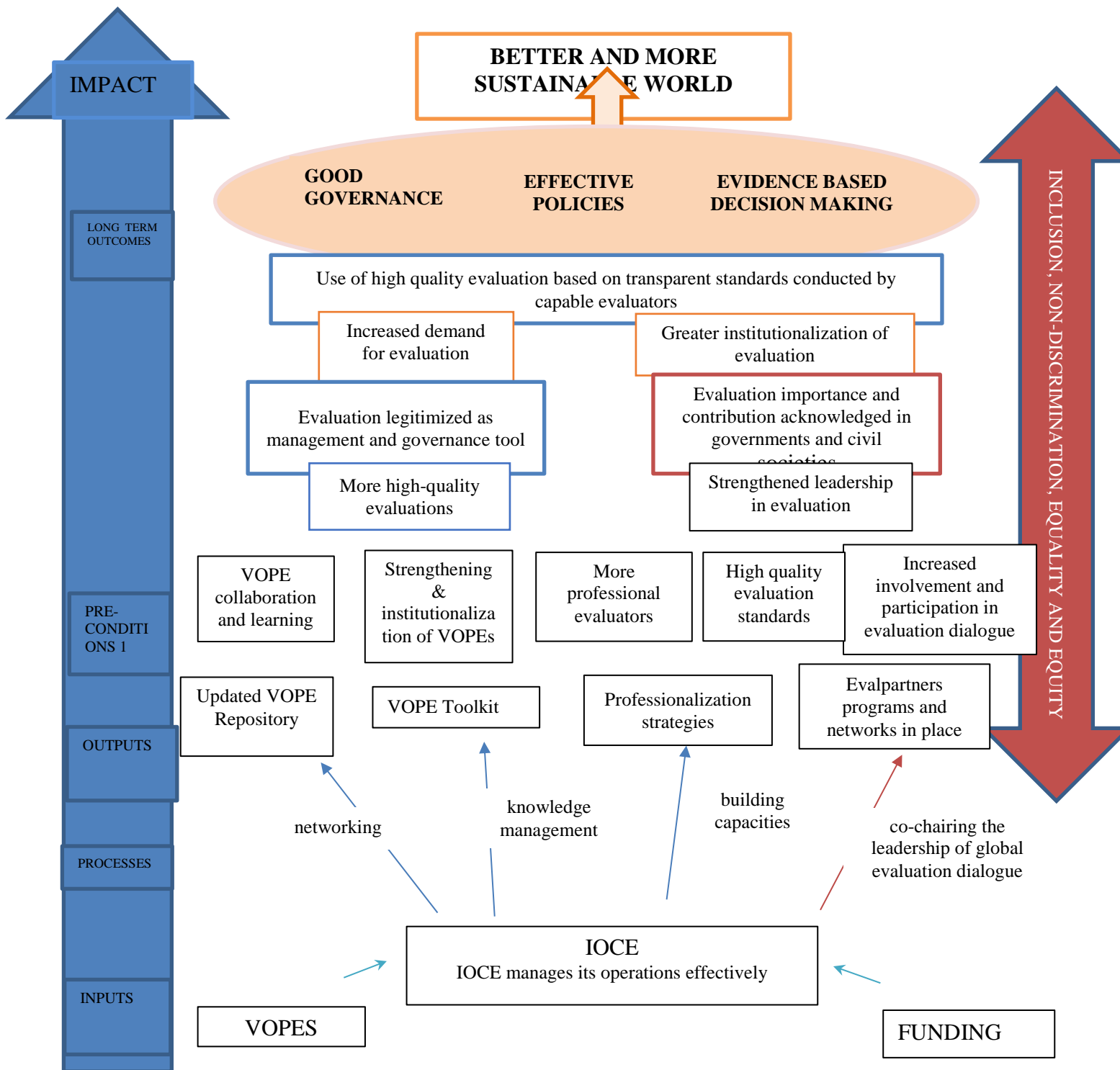
- i) Priorities of members vary, making it difficult to harmonise the IOCE offering
- ii) Changes in donor interests can affect sustainability of funding for EvalPartners which will in-turn affect IOCE members
- iii) Internal threat might be also putting too much of attention to Evalpartners which blurs the identity of IOCE with its initiative

3. VISION, MISSION AND VALUES

The vision of IOCE is Evaluations are widely used, leading to evidence-based decision making, effective policies, good governance, and a strong role for civil society. This will be achieved by delivering on its mission, *Evaluation is legitimised globally as an important management and governance tool.*

IOCE will be guided by the values of inclusion, non-discrimination, equality and equity. The basic operating principles for implementing the theory of change will be adaptive learning, sustained engagement and knowledge transfer.

5. LOGIC MODEL



BASIC OPERATING PRINCIPLES: ADAPTIVE LEARNING/ SUSTAINED ENGAGEMENT/KNOWLEDGE TRANSFER

6. STRATEGIC OBJECTIVES AND KEY STRATEGIES

Strategic objective 1: IOCE Develops and Strengthens VOPEs and networking

Within an individual VOPE
Help create and strengthen VOPEs

Share up-to-date information on evaluation

Between/among VOPEs

Maintain and update database/repository of key VOPE information

Help VOPEs exchange information, ideas, knowledge and innovations

Within Regional VOPEs

Develop capacities of Regional VOPE leadership

Develop and provide of key VOPE information

Promote interregional dialogue and exchange

Strategic objective 2: IOCE Continues as a Global Evaluation Leader and Advocates for the Power of Evaluation

Co-lead EvalPartners as a leading evaluation partnership and dialog

Work in alliance with regional VOPEs to enhance its strategic value and contribution at regional and national level.

Represent VOPEs and the global evaluation community

Advocate for the interests of Evaluation community

Increase awareness of evaluation of policy makers, managers, and public

Strategy Objective 3: IOCE strengthens coordinates global dialogue on Professionalization and promotes new advances by the evaluation field

Coordinates global Professionalization Taskforce and brings voices about the topic from all regions of the world

Address global challenges that arise to face evaluation

Bring to attention of VOPEs the leading discourses in evaluation

Strategic objective 4: IOCE Manages Its Operations Effectively

Maintain a well-functioning Board, Secretariat

Ensure sufficient operating funds

Comply with an agreed-upon set of values

Achieve effective communications, internally and externally

Increase the number of VOPE members of IOCE

Work at and evaluate clear desired outcomes, activities

7. DELIVERING THE STRATEGY

7.1. Institutional Structure, Roles and Responsibilities

This section presents roles and responsibilities of key stakeholders that will be involved in implementing the Strategic Plan. The Plan will be implemented through existing structures at regional and national levels for two major reasons: a) maximise prospects for sustainability of results to be achieved; and b) creation of new structures may unnecessarily waste resources through duplication of efforts.

Definition of roles

The roles, terms and responsibilities of all bodies are described in depth in IOCE Handbook.

a) IOCE Board.

According bylaws the overarching role of the IOCE Board is to promote the interests, capacity, and voice of Voluntary Organizations for Professional Evaluation (VOPEs), and to conduct the business of the IOCE ensuring ethical conduct, fiduciary responsibility and transparency. IOCE board leads planning, communication, implementation and monitoring processes to insure getting planned results. Board builds on-going communication with Regional VOPEs to reflect VOPEs interests, co-leads EvalPartners activities to promote evaluation on global level, annually reports on AGM.

b) The General Assembly will:

According bylaws role is to approve the level of membership contributions for the ensuing year and shall consider the IOCE's Working Objectives, Plan of Action and financial budget for ratification during annual general meeting (AGM). Annual report will be presented to AGM by IOCE board.

c) IOCE Secretariat

According bylaws the Secretariat is responsible for membership services and basic administration of the organization, including preparation and circulation of meeting agenda and platforms. It organises logistics for remote and face to face meetings. It is also the contracting body for any staff, consultants or other procurement of services and goods.

d) Committees or taskforces will be responsible to implement specific IOCE activities such as VOPE Toolkit, Professionalization and Verification Task as well as other planned taskforces.

e) Regional VOPEs will:

- open up discussions with existing supporters and identify new evaluation societies and networks in the region;
- support in verification National and Sub-national VOPEs;
- communicate with National VOPEs to represent their interest and needs on Global level;

- actively participate in capacity building activities of IOCE to develop competencies of individual evaluators;
- share up-to-date information on evaluation among National VOPEs

f) National VOPEs will:

- communicate and collaborate with Regional VOPE and other National VOPEs to enhance evaluation capacity;
- encourage professionalization of evaluation on National level;
- strengthening evaluation network

7.2. Partnerships

Successful delivery of the Strategic Plan requires IOCE to build effective partnerships, first with its members, then with bilateral and multilateral development partners, private sector foundations, appropriate UN agencies, National Parliaments and Governments, among others.

8. TRACKING IMPLEMENTATION

8.1. Indicators

There are 5 main indicators used to monitor IOCE effectiveness. They are described below together with proposed targets.

1) % of verified VOPEs

Not all of the active VOPEs are acknowledging the benefits of being verified by IOCE. Communication of the benefits must be improved and the mechanisms for updating the information on VOPEs should be made easier. Communication and ease of access are requirements on the IOCE side in order to reach 90% of verified VOPEs by the end of this Strategic Plan period.

“Verification by IOCE” should be a quality badge that organizations aspire to and which becomes a standard for any cooperation.

2) % of VOPEs using the VOPE Toolkit

The VOPE Toolkit is an innovative, regularly updated resource repository for VOPEs at all stages of their development. It can be useful in many situations that VOPEs encounter. Experience shows that many VOPEs still are not aware of the Toolkit’s potential and do not regularly use it. The IOCE should promote this platform in an ongoing fashion, using various approaches including webinars. Each member of the Board of Trustees should be responsible for introducing the Toolkit to their respective VOPE.

Eventually IOCE should be able to reach a target of 50% of VOPEs being familiar and able to use the platform when the need arises. This percentage can be verified when VOPEs update their information on IOCE systems or by sending the questionnaire specifically on the usage of the VOPE Toolkit to IOCE members. Data collection should be supported by regional VOPEs.

3) % of VOPEs involved in the Global Taskforce on Professionalization

The discussions on Professionalization, although encouraged at the local level in VOPEs, must be subsequently harvested by IOCE for the sake of joining the global debate with other international partners. This means that the IOCE Taskforce should be gathering many interested and engaged volunteers and develop a way to monitor these local discussions and support them.

By the end of this strategic planning period, IOCE should have a list of people engaging with Professionalization Taskforce representing up to 50% of all VOPEs.

4) % of VOPEs with experience in applying/partnering for P2P or Innovation Challenge

The two IOCE granting programmes implemented through EvalPartners (P2P and Innovation Challenge) are essential to many VOPEs around the world. Already many of them have used the funds for capacity building, networking and creating new ways of understanding evaluation. This is one of the most attractive activities of IOCE and at the same time an activity that creates meaningful, new content for VOPEs. As of now, the exact percentage of VOPEs that have used or ever applied for this funding is unknown.

Within four years, the IOCE should be able to state that 50% of VOPEs have applied, partnered for the programs.

5) % of work time devoted to EvalPartners.

The most successful project of IOCE, introduced in cooperation with esteemed international partners like UN agencies, EvalPartners, is often perceived as the student outgrowing the master. The IOCE Board of Trustees is often devoting the majority of its voluntary work time to EvalPartners' projects and matters. By introducing a new governance structure for EvalPartners, the hope is for the IOCE Board of Trustees to regain a balance in caring for VOPEs and managing EvalPartners administration and visionary leadership.

Therefore, it would be of great benefit to other activities of IOCE to keep 40% of Board of Trustees and Executive Committee work time centered on non-EvalPartners efforts.

8.2. Monitoring and Evaluation

Regular context monitoring and monitoring of the assumptions underlying the theory of change will be conducted twice yearly. The Strategic Plan will be reviewed every year in line with the annual work planning processes as a means to perform internal evaluation of performance. A major review of the strategic plan should occur at least every five years, including an independent evaluation conducted by an external individual/organization as approved by the Board.

9. RESOURCING THE STRATEGY

9.1. Financing Plan

The Strategic Plan financing plan will be annually presented by the Treasury, discussed and accepted by the Board of Trustees as well as addressed by the internal audit at the times of evaluation.