

African Regional VOPE: African Evaluation Association (AfrEA)

Institutionalization of Evaluation in Africa: The Role of AfrEA

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Background

The first evaluation network in Africa, the Nairobi M&E Network, was founded by UNICEF, as were the first six national associations and networks. The first AfrEA Conference, held in 1999 in Nairobi, was originally formulated as a meeting of members of these six networks, but after discussion was repositioned as an open meeting for all evaluators in, or interested in, Africa, with advanced training offered by Michael Quinn Patton. While the conference was open to all, objectives and activities were determined in consultation with leaders and members of national networks. The leaders of those six national networks were the de facto executive board of the AfrEA in those days, later to be replaced by a dedicated elected Board. Especially supportive roles in those very early and fragile days, in addition to UNICEF, were played by CARE and CRS (Catholic Relief Services) -- they both contributed funding and brought evaluation staff from across Africa to the first AfrEA conference when it was still an unproven concept.

The second conference, again hosted by UNICEF but with an increasing range of donors, was held in 2002. This conference adopted and approved the publication of the "African Evaluation Guidelines," which had been jointly developed by the dozen national networks that existed by then. These were published in the journal of Evaluation and Programme Planning. This journal was an early academic supporter of evaluation in Africa and was the first journal to establish lower subscription rates for African evaluators and gave special consideration to maintaining an international balance in the evaluations it published.

At the last plenary of the second conference a President from South Africa was proposed and unanimously accepted, later supported by four selected Board members based in West, East and Southern Africa.² This led to the third conference held in Cape Town, where AfrEA for the first time officially partnered with a national government.

The fourth AfrEA conference, in Niamey in 2007, was led by a Board of six persons led also by a President. Among the six Board members three were Francophone and the three others Anglophones.

The fifth AfrEA conference, in Cairo in 2009, elected a President in a General Assembly plenary and via electoral ballot. Seven additional Board members were elected during the same plenary, representing four regions of Africa. Three of these Board members were francophone. This Board ran AfrEA for two years until the sixth conference held in Accra in January 2012. During the Accra conference the 7th AfrEA President was elected, along with a new Board. It was also during this 6th Conference that AfrEA launched its draft 5-year Strategic Plan document.

Strategy and implementation

Strengthening an enabling environment:

Since its creation in 1999 as a continental body, AfrEA has not directly influenced any given government in terms of national evaluation policies, though the creation of the African Evaluation Guidelines (AEG) led directly to the first set of evaluations guidelines adopted by a UN Agency and through that route, to the creation of evaluation standards for the United

¹ The authors would like to thank AfrEA past Presidents Mahesh Patel, Zenda Ofir and Oumoul Ba Tall, who provided invaluable insight and key documentation for the development of the case study.

² Although a North Africa representative was initially included, he later had to withdraw for personal reasons and was not replaced.

Nations by the Inter-Agency Working Group on Evaluation. These guidelines serve both individual evaluators and development agencies who commission evaluations on the African continent.

Nevertheless through its member associations, such as national VOPEs, AfrEA has contributed to strengthening and enabling the environment for better and more professional evaluation on the continent. As can be seen through other case studies included in this book, several national associations like RENSE in Niger, SAMEA in South Africa, ReBuSe in Burkina Faso and RISE in Cote d'Ivoire have to a great extent been involved in influencing their national policies, some at the broader governmental level, others at the level of ministries. The institutional support that AfrEA provides to national evaluation associations have created and stimulated the use of more professional evaluation by Evaluation Commissioners at State level thereby stimulating the creation of evaluation departments in Ministries, and in some cases like South Africa and Niger, the creation of an entire Ministry of Evaluation. In other countries AfrEA has greatly contributed to the development and elaboration of strong national evaluation policies or frameworks.

As mentioned earlier, AfrEA has also facilitated the development of the African Evaluation Guidelines (AEG) adapted from the International Program Evaluation Standards to suit African contexts. These guidelines were developed through a rigorous consultative process involving a wide range of VOPEs in 2000, 2003 and 2006. The guidelines are intended to serve both individual evaluators and development agencies who commission evaluations on the continent.

Developing and/or strengthening a sustainable strategy to enhance individual capacities to conduct credible and useful evaluations:

From the initial 1999 conference in Nairobi to the last 2012 conference in Accra, many individual evaluators, African and non-African, have been trained through professional development workshops organized by AfrEA. Roughly speaking, on average, 200 individuals have attended each conference professional development workshops. Without any doubt AfrEA can affirm having contributed to the enhancement of the skills and capacities of over 1200 individuals around the continent since its creation through the professional development workshops.

In addition to these workshops during conferences, since 2011 AfrEA, in partnership with the University of Wageningen-CDI and the University of Ouagadougou, have trained 76 people from different Francophone countries (West and Central Africa) in Participatory Planning Monitoring and Evaluation-Managing for Impact. This is a three years initiative through which AfrEA intends to increase and enhance the technical skills and capacities of Francophone evaluators on the Continent.

Strengthening equity-focused evaluation systems and evaluations:

Since the Niamey conference in 2007, AfrEA has worked on cultural sensitivity and evaluation on the continent. The discussions have led to the concept of "Making Evaluation our Own" which has evolved to what is known nowadays as "Made in Africa Evaluation" or "African-Rooted Evaluation." Despite the so called lack of history and culture of writing, by which Africa has been described for so many years, coupled to the colonization inheritance in terms of paradigms, epistemology and all ways of thinking that has dismissed African knowledge, know-how and skills, AfrEA believes that the paradigm is changing. It is important to notice that there are indigenous ways of thinking and doing evaluation within African communities around the continent. Therefore it is the professional and intellectual obligation of African evaluators to reveal these skills and knowledge to the rest of the world. The successive Boards of AfrEA have worked to developing the concept. AfrEA hopes that during in the next couple of years a strong,

precise and concise literature of the matter will be brought to mainstream evaluative thinking on the continent, and also to share with our colleagues from other parts of the world.

Strengthening AfrEA's own institutional capacity to be able to deliver on the three issues identified above:

AfrEA will deliver on the above issues if the organization has the necessary capacities to do so. These capacities encompass:

- Human resources through necessary staff to support the elected Board.
- A strong and reliable virtual network and channels of communications that properly operate and reach out to existing and new members (an updated website, a moderated AfrEA listserv, systematic communication with the membership base)
- Enhancing AfrEA Board members, individual members and national associations' technical expertise to enable them to support and provide technical assistance and expertise to national and local governments, parliamentarians, and civil society.
- Liaising AfrEA with continental, regional developmental institutions; liaising national associations with their respective governments as well as with regional institutions.
- Funding and supporting AfrEA's strategic plan

Bottlenecks/challenges:

Prior to the formation of AfrEA there was an absence of an interlocutor promoting the evaluation profession at the continental level. However, as a continental evaluation body AfrEA does not have any formal relationship with the African Union or any regional body such as ECOWAS, CEMAC or SADC. There is a limit for AfrEA's capacity to really influence evaluation policies at the regional or continental level. This is partly due to the shortage of human resources. Since its creation AfrEA has constantly been run by volunteers. It was only in 2009 that a more complete Board of eight persons was elected. Though with the new democratic tendency AfrEA has a larger Board, these Board Members remain volunteers who have their own primary jobs and workload to carry on. This situation is really hampering AfrEA's effort in contributing to Evaluation Capacity Development on the continent.

There has been in the past an insufficient tertiary education and trainings on evaluation on the continent. This gap has been filled now for a few years by some universities in South Africa offering Post-Graduate degrees in Evaluation whilst in other countries universities and Institutes have taught courses on Master on different field with specific modules on Evaluation. The ECD framework encompasses both the demand and supply side. The supply side can only occur if we have well trained evaluators. Unfortunately on the continent most evaluators have acquired their skills in evaluation either through short length workshops, self-training or through another discipline. AfrEA believes that in the future a tertiary level education in evaluation should combine professional development workshops with short length trainings in evaluation and internships would greatly contribute to the development of Professional Evaluation on the continent.

A current challenge AfrEA is experiencing is the transition from a virtually based network to a formally and physically structured organization with a permanent Secretariat and organizational capacity to run and deliver on programs. With a permanent Secretariat based in Accra since 2009, it has reduced the workload on the volunteers of the Board, nonetheless, AfrEA's leadership should think strategically on the business model that will enable the network to continue reaching out to the wider community of evaluators virtually, while building up its managerial structure that delivers on concrete outputs.

Further, the diversity and the inter-disciplinary professional nature of the AfrEA members' network, whether they are paid or non-paid members, is a unique asset and a point of strength that must be sustained and further nurtured. Consequently, AfrEA's new business

model should be able to create the appropriate channels for members to voice their contribution, establish links and exchange among themselves. The current technology and web-based applications are conducive for this type of exchange to be further expanded (the AfrEA listserv, portal e-discussions, blogs, twitter, etc.)

Progress and results:

The creation of national VOPEs: Since its creation in 1999, AfrEA has supported the creation of national VOPEs. From six VOPEs in the 90's, AfrEA now counts around 20 national VOPEs that are due members of the organization. The fact that all these national VOPEs in turn have contributed to individual members' capacity building and, in many cases, also to the support of elaboration of evaluation policies, is considered as great achievements of AfrEA. The locations and contact information for VOPEs in Africa can be seen on the AfrEA website www.afrea.org and visibly be seen on the interactive map on the www.ioce.net website.

Organization of biennial conferences: Every two years AfrEA organizes a biennial conference gathering evaluators from Africa and outside Africa. These conferences are attended by people interested in evaluation, coming together from all sectors – government, donors, academia, NGOs, consultants, etc. – from many countries within and beyond Africa. The level of experience of these participants range from experts/senior evaluators to junior evaluators. African participants have made paper presentations, poster presentations, panels as well as facilitating professional development workshops during these conferences. They have also been in contact and shared their experience and knowledge in evaluation with evaluators from around the world. AfrEA's conferences have seen the participation of well-known international evaluators such as Michael Quinn Patton (Utilization Focus Evaluation, Developmental Evaluation), Jim Rugh (Real World Evaluation), Jennifer Greene, Mel Mark, Elliot Stern, Penny Hawkins, Nancy MacPherson, Ray Rist, Nancy Porteous, and others. During recent years AfrEA conferences have generally gathered between 500 and 700 people from roughly 60 countries around the world ranging from Africa, Europe, North America, Asia and Oceania.

The active and dynamic listserv: As an experience-sharing and mentoring tool for evaluators within the continent, the listserv has contributed to sharing of evaluation tools, methodologies, discussions on evaluation approaches and paradigms, members' requests for peer assistance, effective assistance and guidance of members. The listserv is also a medium of communication for M&E job opportunities. The listserv, created in 2002, currently has around 600 members. For almost five years it was managed by a Secretariat located at EvalNet in South Africa.

The website (www.afrea.org) has been developed, revamped and updated. Among others it contains the list of national evaluation associations, evaluation resources, and AfrEA's history and mission. Further, the AfrEA e-Newsletter is a tool for sharing of experience and information for evaluators within the continent. Launched in 2009, the e-newsletter has been issued not during AfrEA biannual conferences and on average of twice yearly.

International representation: As mentioned above, evaluators from other parts of the world have been attending AfrEA's conferences since 1999. In turn AfrEA, through its official executive or individual members, participated in conferences of sister evaluation organizations. AfrEA's representation has always been valued through paper presentations, panel discussions or professional workshop facilitation. With the support of its various partners AfrEA has raised funds to provide scholarships to its individual members to attend such conferences.

In addition to the conferences, AfrEA has been represented in international fora, including those of IOCE since its creation in Peru, NONIE and the OECD-DAC Evaluation Network.. AfrEA members in these international professional gatherings or organizations have held key functions' such as: Vice-President of the Inaugural Board of IOCE and of the first

NONIE Steering Committee (Zenda Ofir), President of IOCE (Oumoul Ba Tall), President of IDEAS (Sulley Gariba), Secretariat of IOCE (Nermine Wally), Members of IOCE Board (Simon Kisira & Issaka Herman Traore), and members of the EvalPartners Management Group (Issaka Herman Traore & Nermine Wally). These representations have brought AfrEA's voice to the international evaluation community, thereby creating an exchange and sharing medium between AfrEA and its sister evaluation associations/societies around the world.

Leaders of national networks brainstorming meeting: Right from the first conference a tradition was developed within AfrEA which is to organize a meeting and brainstorming of leaders of national VOPEs. These were special opportunities where a face-to-face meeting and experience sharing among leaders of national VOPEs were taking place. Though the internet nowadays constitutes the main medium of communication, a face-to-face meeting tends to bear more fruit than a virtual discussion. These meetings have been channels through which the African Evaluation Guidelines were revised.

Key enabling factors:

The passion and enthusiasm of successive leaders: Prior to the Cairo conference in 2009, AfrEA was led by individual volunteers who successfully ran the organization. The enthusiasm and passion of these pioneers have been passed on to their respective successors. After thirteen (13) years of existence one needs to acknowledge the contribution of this enthusiasm and passion to the continuous growth and respectability of AfrEA within the continent and beyond. A special mention to AfrEA pioneers: Mahesh Patel, Jean Charles Rouge, Zenda Ofir, Oumoul Ba Tall, Sulley Gariba, and the recent elected Board members led first by Florence Etta and now by Nermine Wally. The passion of all these persons, their commitment to evaluation and Africa has greatly contributed to bringing AfrEA to the level of a shining star in the sky of worldwide evaluation.

Partnership and Sponsors: AfrEA has been successful in its activities with the commitment of its leaders and members as mentioned above. However, this commitment alone would not have been enough without the support and solidarity of Friends of AfrEA. These Friends are bilateral institutions (embassies), multilateral institutions (World Bank, UN Institutions - especially UNICEF, African Development Bank, *Organisation Internationale de la Francophonie (OIF)*, the European Union, etc.), African Governments (Kenya, South Africa, Niger and Ghana), Development agencies, INGOs and Foundations (CRS, CARE, Rockefeller Foundation, Bill & Melinda Gates Foundation, , etc.)

Strategic Plan and organizational strengthening: In 2010, with the support of the Rockefeller Foundation, AfrEA developed a holistic strategic plan that encompasses Evaluation Capacity Development, Membership Development, AfrEA's Institutional Capacity Development, Governance Policy, Advocacy and Communication. This five-year strategic plan is a cornerstone for future AfrEA growth on which the successive leadership and AfrEA's friends can rely for the promotion of professional evaluation on the continent³.

Beyond the elaboration of the strategic plan, this grant has facilitated the recruitment of a permanent Project Manager serving AfrEA staff at its Headquarters within the University of Ghana in Accra. Further, the Bill and Melinda Gates Foundation committed to support the Institutional Strengthening of AfrEA in the framework of support by the Foundation to grantees to design and implement high caliber evaluations across African continent, especially the

³ Following the election of its Board in 2009 at the Cairo conference, AfrEA received a support of the Rockefeller Foundation as institutional capacity development assistance (2009-2011). The Bill and Melinda Gates Foundation also committed to support AfrEA Organizational Strengthening for 3 years (2012-2015).

Agricultural Development anchor countries. This type of support will definitely 1) better capitalize on the engagement of the volunteer Board, 2) operationalize AfrEA strategic objectives, and 3) situate AfrEA as strategic continental body.

Innovations and lessons learned

Innovations

Joint Partnerships: Until 2011 all AfrEA trainings were conducted through professional development workshops during the biennial conferences. In 2010 AfrEA established a joint partnership with two well-known universities -- The Centre for Development Innovation at the University of Wageningen (Netherlands) and *Institut Supérieur des Sciences de la Population* at the University of Ouagadougou (Burkina Faso). This innovation in evaluation training has enabled the technical skills of more than fifty evaluators through an eleven-days training with a Certificate delivered to the participants. The feedback from participants and the two universities is very encouraging. The University of Ouagadougou, for instance, wants AfrEA to continue the partnership after the three years project. This training is also innovating due to the language of the training: it is a course taught in French, for Francophone African evaluators primarily in West Africa, though participants from Central Africa have also attended the training since the beginning in October 2011. This proves that this initiative of AfrEA is really filling a gap based on existing needs.

Development of an Africa “rooted”⁴ Evaluation Capacity Development Project: In 2010 the Board of AfrEA designed an ambitious Evaluation Capacity Development Proposal which has the following main components: partnership/twinning with universities outside of Africa to train African evaluators for advanced degrees (Master & PhD); identification and partnership with universities/training institutes in Africa to launch degree programs in Evaluation (Master & PhD); and the stimulation and promotion of an African School of Evaluation based on African know-how, knowledge and skills in evaluation using languages, paradigms and indigenous research concepts (Made in Africa Approach to Evaluation). The initiative of African-rooted evaluation research award/competitions is aimed to encourage academics and evaluation professionals to carry out research on evaluation and evaluative research on indigenous theories and knowledge of evaluation in Africa. The recent African Thought Leadership Forum on Evaluation and Development held in Bellagio, Italy (see below) as a step in this direction.

The African Journal of Evaluation (AfrJE)⁵: The Journal was conceptualized in 2007 during the Niamey conference and is part of AfrEA’s comprehensive efforts geared towards a “Made in Africa approach to evaluation”. The Journal aims at strengthening the evaluation capacity in the continent by providing a platform for the African community to document emerging evaluation theories and practices; providing an opportunity for cross-fertilization of ideas and methodologies across disciplines; providing a vehicle to develop African evaluation scholarly research, as well as field/action oriented research relevant to the continent’s development context, authorship as well as promoting a culture of peer-review. The Journal is expected to engage with several partners from the continent to contribute to its different editions; national and regional VOPEs, universities, think tanks and research centres, etc.

EvalMentors: The initiative aims at providing opportunities for young and junior professionals to gain practical evaluation skills and experience in the continent. It aims at supporting

⁴ An Africa-rooted approach will take into account the African context, and the indigenous knowledge on evaluation methods, data analysis and dissemination.

⁵ To distinguish it from the American Journal of Evaluation (AJE) the acronym might be AfrJE, or the name changed to Journal of African Evaluation (JAE).

development that is anchored in evidence, learning, and mutual accountability to bridge the gap between the supply and demand for evaluation in the continent. Current efforts on this by AfrEA include *EvalMentors*, implemented as part of the EvalPartners Initiative, launched by AfrEA in partnership with the Canadian Evaluation Society (CES) and the Quebec Society for Evaluation of Programs (SQEP). EvalMentors provides support and mentoring to emerging African national VOPEs, as well as emerging publishers, and professionals through peer to peer support.

EvalMentors is a pilot initiative that targets to emerging and nascent VOPEs in Africa, with the aim to provide institutional and organizational support for VOPEs to deepen their engagement with national evaluations and achieve their overall mission. EvalMentors is conceptualized as partnership between AfrEA, SQEP and CES and is implemented under the umbrella of EvalPartners. The partnership between the three regional networks builds on the existing expertise and the institutional know-how of these respective institutions to provide institutional back-up and strategic advice to nascent and emerging VOPEs to exist and pursue their mission at the national level. Forms of support include but will not be limited to seed funds to support operational and functional activities essential for the good functioning of VOPEs, mentoring support to formulate strategic directions and work plans, institutional advice on governance and institutional structure for the good functioning of VOPEs.

The African Thought Leadership on Development and Evaluation: As noted above, this forum has been jointly launched by AfrEA and the CLEAR initiative, South Africa, hosted in November 2012 in the Rockefeller Bellagio Center, in Italy. The forum is a response to the urgent need for innovation in African evaluation through thought and practice leadership. This was reinforced in a statement released by the last plenary session of the Fourth AfrEA conference held in Niger in 2007 and reiterated in the 6th AfrEA conference held in Accra in 2012. The forum brought together a small group of 19 carefully selected thought leaders from Africa from a range of disciplines, policy field, science, development, evaluation, social sciences and arts. The goal of the ongoing forum is to give impetus to efforts to strengthen the leadership and accelerate the evolution of the field of evaluation in Africa; to (i) serve the development of the continent in the best possible way over the next decade; and (ii) inform and support evaluation theory and practice worldwide. One of the immediate follow-up activities of the forum is envisaged to be the formulation of a “green paper” that frames the situate the evaluation theory and practice with regard to development interface in Africa, and a better articulation on the aforementioned agenda on the “Made in Africa Approach to Evaluation”.

Lessons learned

After thirteen years of existence made by administratively running AfrEA, partnership, organizing conferences and international representation, it is time as evaluators to look into the mirrors to see an estimate of the miles traveled and how we reached where we are today. First of all the formal registration of AfrEA in Ghana is an important step to consider and mention in the life of our organization. This registration gives a legal entity and authority to AfrEA to act and represent its members (individuals/national associations and organizations/institutions).

The process of designation of the leaders (Board Members) has moved from a co-optation/volunteering function at the beginning of AfrEA to a more democratic election process. Between the 2009 conference in Cairo and the 2012 conference in Accra, the democratic election process of the Board has taught us the necessity of having an electoral system known by all AfrEA members. The innovation of electing one representative from each region within the Board that was introduced during the Accra conference will certainly permit a fair geographical representation within the Board.

Regarding the ECD framework, AfrEA as a continental organization has little chance to influence Evaluation Policies at the continental level due to the lack of an African Continental Government. Nevertheless the existence of the African Peer Review Mechanism under NEPAD

is an opportunity for AfrEA to partner with the African Union to promote professional evaluation on the continent. Maybe the best way to bring our expertise to the African Union will be for AfrEA to have a status of Observer at the African Union.

It's known that big ideas do not become concrete actions just by the will of their authors. These ideas need to be supported by means of implementation. In AfrEA's case the lesson learnt during the past thirteen years is that without a sustainable funding scheme most of our projects will remain at the level of mere thoughts without any possibility of implementation.

Last but not least the continuity that guides the life of governments and administration all over the world should guide AfrEA's life. The successive leaders/Boards should build on the outcomes of the work achieved by their predecessors. It is only through that mechanism that we will really live up to our profession. As evaluators, we should also learn to evaluate ourselves in the way we run our organizations. This auto-evaluation will help us learn from our mistakes and errors built on them for the future.

Next steps:

AfrEA institutional set-up: AfrEA has experienced a number of organizational and governance changes. Throughout the past three years particularly, AfrEA has been struggling in situating its organizational identity. With a permanent Secretariat based in Accra since 2009, an Office Manager and a number of programs being implemented in addition to the biannual conference, AfrEA has witnessed the increased pull toward becoming a fully functional physical organization with a proper staff and management structure to carry out AfrEA's activities and financial matters. Like all membership-based organizations, AfrEA's management should think strategically on how to ensure that the physical and financial growth of AfrEA does not hinder the virtual nature of the network and the organic structure where individuals are engaged and constitute the core of AfrEA dynamism and activism.

For example, the AfrEA listserv comprises over 600 members who are African and international evaluators, development practitioners, government officials, sectoral experts and researchers, resources partners, academics, students as well as young professionals interested by the evaluation discipline. The diversity and the inter-disciplinary nature of the AfrEA network, which includes paid or non-paid members, is a unique asset and a strength factor that should be sustained and further nurtured if AfrEA is to invest in its formal organizational expansion. Further, it is essential to provide appropriate channels where members of the network have spaces for their intellectual contributions, and structure the channels in a way to create pressure/incite members to take actions and organize action. The current technology and web based applications are conducive to the development and expansion of the network and interaction between a wide range of members of the network (notably the AfrEA listserv, portal e-discussions, Twitter, etc.)

With generous support from prominent foundations towards AfrEA's institutional growth, AfrEA's leadership is increasingly required to think strategically of the right business model that takes into careful consideration the strengthening of existing voice channels and creating the appropriate structure for organized actions by members.

Implementation of the Strategic Plan: Several meetings and discussions have been held on several important issues pertaining to evaluation development and professionalization on the continent since AfrEA's creation in 1999. The 2010 AfrEA Strategic Plan summarizes all these thoughts and ideas thereby taking into consideration some innovations.

The next steps require AfrEA to move beyond ideas, concepts and theoretical paradigms to make Innovative Evaluation alive on the continent for more professional evaluation and a better life of African peoples, on behalf of whom all development programs/projects are designed and funded.

- The acquisition of funds to implement this Strategic Plan will contribute in enhance AfrEA's capacities at the institutional level and made the organization stronger.
- The membership development policy implementation will increase the number of AfrEA members thereby contributing to its financial sustainability through payment of membership fees.
- Advocacy and lobbying of development agencies, regional and continental institutions, will make AfrEA more visible and known, as well as promoting the African Evaluation Guidelines with those who are regularly commissioning evaluations on the continent.
- AfrEA's Evaluation Capacity Development scheme will contribute both to the development of capacities of individual evaluators as well as capacities of institutions (universities/training Institutes).
- The Made in Africa approach to evaluation that is also part of the Strategic Plan will create the roots and basis for an African School of Thought on Evaluation. Such a School of Thought will bring Africa's contribution to the theoretical and practical development of our Profession.
- Revising, situating and advocating for the use of the African Evaluation Guidelines by evaluators and evaluation commissioners through a process of consultation with the member VOPEs.
- Finally in addition to the above mentioned initiatives and projects, AfrEA, in collaboration with its partners within IOCE, is looking forward the effective implementation of EvalPartners and EvalMentors that will also contribute to the development of country-level evaluation policies, the development of the capacities of national VOPEs, as well as evaluative capacities of individual members.