



STRATEGIC PLAN 2021-2025

The Strategic Plan is an important aspect of governance and strategic management. It is to ensure that stakeholders, are working towards common goals; establish agreement around intended outcomes/results; assess and adjust the organization's direction in response to a changing environment; set priorities; strengthen operations and focus on value for money.

It aims to fulfil its mission and to ensure that, through effective preparation, its programmes and support activities are best positioned to achieve its long-term goals and objectives.

EVALYemen
(Monitoring and Evaluation Association
of Yemen)

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Association of Yemen)

[February, 2021]

**STRATEGIC PLAN
2021-2025**



FOREWORD

EVALYemen has developed strategic plan from November 2020 to the first quarter of 2021 to guide the implementation of its Programme activities and projects and achieve the results agreed upon for the benefit of its Members. The focus over the coming five years has been to be the leader of Monitoring and Evaluation in Yemen and to promote professionalization throughout a collective set of actions aiming to equip evaluators with strong values, knowledge and skills in evaluation that supports the likelihood of quality and useful evaluations, to develop and strengthen culture and evaluation practices related to humanitarian relief and development, Youth, SDGs, environment, and government policies in Yemen for the benefit of the citizens they serve.



NASHWAN AHMED

CHAIR

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
EVALYemen	Monitoring and Evaluation Association of Yemen
M&E	Monitoring and Evaluation
RBM	Result Based Management
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOC	Theory of Change

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1. INTRODUCTION

The launch of the Monitoring and Evaluation Association of Yemen (EVALYemen) on August 10, 2020. The organization also aims to promote the professionalization of evaluation. Professionalizing evaluation is highly recommended in order to provide the critical evidence required for key humanitarian players and policy makers in Yemen, as well as to feed the Middle East and North Africa (MENA) region efficiently and effectively for comprehensive planning.

Furthering, EVALYemen has committed to the EvalPartners EvalAgenda [by signing the declaration](#) and going forward, we will support the review and recommitment of the EvalAgenda as we move towards Agenda2030.

The EVALYemen Strategic Plan is an important aspect of governance and strategic management. It is to ensure that stakeholders, are working towards common goals; establish agreement around intended outcomes/results; assess and adjust the organization's direction in response to a changing environment; set priorities; strengthen operations and focus on value for money.

It aims to fulfil its mission and to ensure that, through effective preparation, its programmes and support activities are best positioned to achieve its long-term goals and objectives.

1.1. Purpose of Strategic Plan

The purpose of the Strategic Plan is to improve organizational abilities of EVALYemen throughout the following steps:

- (a) Define or update our mission, vision and values;
- (b) Assess the external and internal factors and identify the strengths, weaknesses, opportunities and threats (SWOT) of our organization;
- (c) Articulate the organization's goals;
- (d) Identify specific approaches, tactics or strategies to be implemented to achieve the goals or expected results;
- (e) Document the mission, vision, goals or expected results, and strategies into a strategic plan;
- (f) Develop an logical framework to translate the strategies into the specific actions that will be implemented to achieve the goals or expected results;

1.2. Strategic Planning Methodology

To complete the Strategic Plan document, a participatory approach was used and it included EVALYemen Key founders, stakeholder consultations, management group members and literature review. The key members of EvalYemen were requested to review the strategic plan and make suggestions of objectives and strategies that are still relevant to EVALYemen vision and mission.

EVALYemen Key founders have distributed the roles and responsibilities to develop the plan which has been carried out from November 2020 to February 2021.

To facilitate the success of EVALYemen strategic plan, and to be a consensus document of the EVALYemen, and to achieve its expectations, this process involved internal and external stakeholders. The founder of the EVALYemen has provided leadership, but take into consideration any divergent views of participants in developing this strategic plan.

The developing of this plan was made voluntary with no registered cost due to the financial constraints that has limited the ability to contract with international expert consultant to provide an international thought for this strategic plan.

1.3. Organization History

Yemen has been racked by a devastating Civil War since 2015. On 19 August, World Humanitarian Day, the United Nations warned of the shutting down of some humanitarian operations in the face of continuous funding constraints. The in-country challenges are insurmountable. In the Evaluation field, a recent ray of hope is the launch of the Monitoring and Evaluation Association of Yemen (EVALYemen) on August 10, 2020. Its founder Nashwan Ahmed reflects on the importance of the use of evidence in beneficiary communities. Here is his story.

By Nashwan Ahmed, Founder EVALYemen

As a Monitoring and Evaluation (M&E) Specialist, I have received several inquiries about M&E and its functions, including:

- What is the value-add by M&E members to the humanitarian relief and development sectors?
- How can evaluation participate to support the achievement of the Sustainable Development Goals (SDGs) in a country such as Yemen, which lives under the worst circumstances of war?
- Is it true that the key role of M&E is to be a troublemaker for the project/program team by discovering their faults?

It was these questions and many more that I had to face, and it needed clarification.

A considerable number of people believe that M&E activities contribute to improve the quality of the project or programme activities, its outputs, and outcomes, and that M&E functions can influence policy-makers to conduct planning based on evidence that were collected via robust methodologies.

Unfortunately, a notable number of people still think that M&E is useless, and that the project or programme activities can be conducted or achieved successfully without M&E functions.

Indeed, there is a significant contribution of M&E which I have experienced in Yemen; where the effective and efficient delivery of the project or programmes' outputs and outcomes would not have happened in accordance to community-based and donor-driven requirements, had it not been for M&E functions.

Moreover, M&E functions guide projects or programme outputs in Yemen to participate in the achievement of the SDGs. (See more at: <https://www.evalpartners.org/evidencematters/more-than-a-troublemaker-founder-of-newly-launched-evalyemen-unpacks-the-value-of-evidence-in-a-war-torn-country/>)

The magnificent contribution of M&E functions has led me to launch EVALYemen to address the inquiries regarding M&E, to present the value-add of M&E for the humanitarian sector, as well as for the Agenda2030 by facilitating knowledge and best practices sharing among EVALYemen colleagues and members.

The organization also aims to promote the professionalization of evaluation. Professionalizing evaluation is highly recommended in order to provide the critical evidence required for key humanitarian players and policy makers in Yemen, as well as to feed the Middle East and North Africa (MENA) region efficiently and effectively for comprehensive planning.

Furthering, EVALYemen has committed to the EvalPartners EvalAgenda [by signing the declaration](#) and going forward, we will support the review and recommitment of the EvalAgenda as we move towards Agenda2030.

1.4. Review of Key Achievements

Since the few months of EVALYemen start up, remarkable internal and external achievements were reached. Internally, the number of national members has increased from 79 on August to over 220 members on February 2021. EVALYemen members are located among Yemen governorates, including the governorates under the Sana'a government control as well as the governorates under the control of Aden government control. EVALYemen members are coming from NGO, Academic, private, and government sector, considering women and youth membership. To place an appropriate environment for the youth, EVALYemen has launched EvalYouth Yemen chapter.

Efforts to build some of them in the field M&E were performed and still on-going to spread the culture of evolution in Yemen.

Externally, several participation and communication were carried out to accomplish a step forward which include but not limited to:

- Member of EVALSDGs: Evaluation towards the world we want.
- Member of EvalYouth Management Group.
- Member of EvalGender+.
- Board Member of EvalMENA.
- Formation EVALYemen Management Group:
To facilitate the activities implementation and distribute and share roles and experiences among the active members of EVALYemen.
- Establishing EvalYouth Yemen Chapter:
As part of EvalYemen effort to create a special space for youth in Yemen while working to build their capacities in M&E, the EvalYouth Yemen chapter is a national voluntary youth network that aims to promote Young and Emerging Evaluators (YEEs), including young women, to become competent, experienced and well-networked professionals who contribute to evaluation capacity at the national level. (See link: <https://evalyouth.org/index.php/evalyouth-yemen/>).
- EVALYemen and EvalYouth Yemen establishing a partnership with The Eval4Action campaign. (See a link: <https://www.eval4action.org/partners>).
- Leading Yemen National team at 2020 World Evaluation Competition Case study:
Teams of students from around the globe analyze a case involving the evaluation of a program. Working in their home country, they prepare a brief to convey their understanding of the key issues in the case and their recommendations for action. The teams submit their analyses electronically for judging by an international panel of experienced program evaluators. Yemen Team members and coach are tabulated as below:

Table is adopted from: https://www.worldcasecomp.one/Welcome.html				
Country	Team Name	Team Members	Institution(s)	Team Coaches
United Kingdom	Bright Futures	Brian Li Han Wong Marine Delgrange Camille Bou Arush Lal Ade Adeyemi	The London School of Economics and Political Sciences University College London King's College London	Mylène Lagarde
United States	SoCanU	Alexander Helbach Adam Riley Casie Sulzle Madeline Verheyden	University of Wisconsin-Stout	Dana Linnell Wanzer Libby Smith
Yemen	Evaluation for Future	Musheer Abdo Hamid Alsharabi Amirah Almoliki Hossam Ismail Shaima'a Saeed Saif Fuad Mohammed Ali Moqbel	San'a University International Islamic University Malaysia Lebanese International University	Nashwan Ahmed

The competition contributes to the career development of participants. It offers a positive experience to coaches and supporters and helps advance the evaluation profession around the world and in Yemen particular. Read more about benefit at: <https://www.worldcasecomp.one/Benefits.html>)

- Participating at 2020 Evaluation Hackathon, to participate in finding solutions for the challenges faced by evaluation globally. EVALYemen presedint Mr. Nashwan Ahmed was one of the EVAHACK team. More info at:(<https://ipdet.org/past-programs/ipdet-2020/ipdet-evaluation-hackathon/teams-and-tools/the-evalhack-team/>).
- Conducting training for Youth Evaluators and Emerging (YEEs) in Yemen, to enhance their capacities in the monitoring and evaluation field.
- Participate in EvalYouth Task Force One (TF1) to support the YEEs to be VOPEs.
- Maximizing the national network of monitoring and evaluation in Yemen.

2. ENVIRONMENTAL SCAN

The internal and external environment of EVALYemen were scanned to have an overview of its surrounding. The tools used to carry out the environmental scan are SWOT analysis, and stakeholder's analysis.

2.1. SWOT ANALYSIS: Assessment and Analysis of EVALYemen Strengths, Weakness, Opportunities and Threats

SWOT analysis is a stocktaking exercise that looks at internal capacities; stakeholder needs vis-à-vis organizational responsiveness and the contextual realities in which the EVALYemen operate. The information it captures provide insights on the gaps what the EVALYemen current performance and what it is intending to achieve. Note that the information is for helping to match the organisation's goals, programmes and capacities to the social and economic environment in which it operates.

Table 1: SWOT Analysis of EVALYemen

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none">▪ National, Regional and Global reach and membership▪ Expert and experienced key members▪ Excellent spirit of cooperation▪ Exchange of data in real time▪ Coordination of activities▪ Creating EvalYouth Yemen.▪ Standards and practicesCapacity development	<ul style="list-style-type: none">▪ No financial resources▪ Some slow implementation▪ Inadequate to adapt▪ Limited support for evaluation
EXTERNAL	
Opportunities	Threats
<ul style="list-style-type: none">▪ New demands for such services▪ Implementation of the Evaluation results.▪ Partnerships with new and supporting agencies of M&E	<ul style="list-style-type: none">▪ Private sector providers▪ Pressure on budgets▪ Political/economic instabilities▪ Weak supporting culture for M&E.▪ Changing technology▪ Loss of focus on core activity

2.2. Stakeholders Analysis

EVALYemen stakeholder group including: government, Academia, private sector, and Civil society organizations, who might have an interest in exchanging something, coming into contact with or wishing to engage with the EVALYemen to participate in fostering the professionalism of M&E in Yemen. These stakeholders include both competitors and collaborators. Table 3 below details the key stakeholders' interests in, expectations of and potential to contribute to the EVALYemen as a whole. It includes Stakeholder Identification and Stakeholder Engagement Plan.

Table 3: Stakeholder Analysis Matrix

Stakeholders	Interests	Expectations	Potential
List Stakeholders (both collaborators and competitors)	Highlight what are their interests in the EVALYemen	Detail what they expect from their relationship with the EVALYemen	Enumerate the contributions that they could make to the EVALYemen
Government	Interested in the data produced by EVALYemen on decision making and policies.	Get access to updated information and data.	Provide EVALYemen with internal statistics or data
Private sector including: TPM companies and Private companies.	Innovative methodologies and services to participate in build capacity of them and their M&E members.	Access to current methodologies and services and encourage M&E members to join and support EVALYemen activities.	Funding for innovations
Universities and Academia	Access to research produced by EVALYemen.	Networking on thematic issues.	Exchange of research information.
Civil society organizations including: EvalPartners - Evaluation Initiatives -LNGOs & INGOs	Enhancing the professionalism of M&E in Yemen; and resulting in evidence-based reports that facilitate the sustainable efforts to reduce Poverty and save lives of people.	Access to information and service.	Advocate for more capacity building and funding to EVALYEMEN

2.3. Emerging Issues

This section includes EVALYemen Strategic Plan's links to global, regional, sub-regional and national action plans. It also considers potential regional cooperation. The information gathered from SWOT analysis used to enrich this section.

A potential cooperation with the Global Evaluation Initiative (GEI):

The GEI which is a partnership between the World Bank and UNDP and aims to build M&E capacity in developing countries, has a wide global network, including the regional CLEAR centers and works with different stakeholders, including VOPEs. Therefore, it is anticipated that it can help EVALYemen explores available opportunities with GEI and its partners and put it in touch with the relevant partners. This partnership is needed to support and help EVALYemen in the following key priority areas/ issues where EvalYemen wants to strengthen its capacities for considerable purposes:

- Comprehensive and high-level training about Country-led in Evaluation for the key leaders of EVALYemen and EvalYouth Yemen; to be the robust foundation who will continuously lead the national efforts of enhancing the professionalism of M&E in Yemen.
- Operational and strategic supporting that facilitate the ongoing voluntary efforts of EVALYemen to be the pioneer of Monitoring, Evaluation and Learning in Yemen; to spread the culture of M&E, capacity building and linking its members with evaluation networks at the national, regional and global level.

3. EVALYEMEN VISION, MISSION AND CORE VALUES

3.1. Vision

EVALYemen Vision Statements

To be the pioneer and leader Monitoring, Evaluation, and Learning in Yemen.

3.2. Mission

EVALYemen Mission Statement

EVALYemen mission is to develop and strengthen culture and evaluation practices related to humanitarian relief and development, Youth, SDGs, Gender, environment, and government policies. EVALYemen will promote professionalization throughout a collective set of actions aiming to equip evaluators with strong values, knowledge and skills in evaluation that supports the likelihood of quality and useful evaluations.

3.3. Core Values

EVALYemen Values statements, represent what is important to the EVALYEMEN as it carries out its work— It informs both our mission and vision statements.

EVALYemen of Values Statement

“Professionalism; integrity, transparency, efficiency, teamwork, and equity”

4. STRATEGIC FRAMEWORK

4.1. Strategic Goals, Objectives and Activities

Strategic Goal #1: EVALYemen Develops and Strengthen members and Capacities	
Objective 1.1:	To develop the human capital of EVALYemen volunteer members.
Activities:	<ul style="list-style-type: none"> - Maintain and update database/repository of key members information. - Facilitate M&E training. - Help members exchange information, ideas, knowledge and innovations - Share up-to-date information on evaluation - Develop capacities of National VOPE leadership - Promote national and international dialogue and exchange.
Strategic Goal #2: EVALYemen Continues as the Evaluation Leader in Yemen and Advocates for the Power of Evaluation	
Objective 2.1:	To strengthen information and communication system
Objective 2.2:	To introduce evidence-based M&E reports and diversified services
Activities:	<ul style="list-style-type: none"> - Establishing EvalYemen website. - Publish Needs assessment reports - Publish Evolution reports. - Create online registration and communication system. - Activate all social media channels of EVALYemen. - Using email servlist, and monthly & regular meetings. - Publish newsletters - Publish annual reports.
Strategic Goal #3: EVALYemen strengthen coordinates global, regional, national and sub-national dialogue on Professionalization and promotes new advances by the evaluation field.	
Objective 3.1:	To develop research capacity and production of evaluation information for different sectors of development, humanitarian, Youth, gender, SDGs, government policies and environment
Activities:	<ul style="list-style-type: none"> - Creating key areas focused research groups led by senior members and academic researchers. - Encourage the participation of youth and emerged evaluators at all research groups.

4.2. Strategies

Table 4: EVALYemen Strategies

Objectives	Strategies	Outputs	Timeframe	Responsibilities
Objective 1.1: To develop the human capital of EVALYemen volunteer members.	Education and training of members	Specialized members	[2021-2025]	Roles and responsibilities are described in the Constituent regulation.
	Improve partnerships with Universities and Regional Training Centres	Technical and scientific institution of improved	[2021-2025]	
Objective 2.1: To strengthen information and communication system	Buy-in modern equipment and communication channels to provide high-resolution information	Modern equipment and communication channels installed and operational	[2021-2025]	
Objective 2.2: To introduce evidenced-based M&E reports and diversified services.	Practice the best and most effective use of data collecting, analysing; and reporting	Improved and evidenced-based M&E reports of the development, humanitarian, Youth, gender, SDGs, government policies and environment.	[2021-2025]	
Objective 3.1: To develop research capacity and production of evaluation information for different sectors of development, humanitarian, Youth, gender, SDGs, government policies and environment.	Partnerships with Universities and Regional Training Centres; to develop and adapt research capacity for the purpose of the monitoring and Evaluation reports and diversified services of development, humanitarian, Youth, gender, SDGs, government policies and environment in Yemen.	Research capacity and production of evaluation information for different sectors of development, humanitarian, Youth, gender, SDGs, government policies and environment	[2021-2025]	

5. LOGICAL FRAMEWORK

Goals and objectives are clarified through the definition of precise and measurable statements of the results to be achieved.

One of the key concepts in Results Based Management is results. Results are defined as describable or measurable **changes** that are derived from a cause-and-effect relationship. Results represent the building blocks as they outline what we hope to achieve. These anticipated changes are articulated in a results statement and are usually signified by words such as: **Improved** (adaptive capacity); **Increased** (income of development projects); **Strengthened** (capacity of Evaluators); **Reduced** (vulnerability); **Enhanced** (ability to apply RBM), etc.

EXPECTED RESULT is the top-level statement that predicts a high-level outcome (change in Members' or societal conditions) to be achieved in the long-term by EVALYemen as a whole (the Constituent body, Executive commission, Management groups and Members). There are three levels of results:

- Impact is the positive and negative, primary and secondary long-term effect associated with the accomplished deliverables/outputs or outcomes. Outcome are the likely or achieved short-term and medium-term effects of accomplished deliverables/outputs related to programme areas outputs
- Output/deliverable is lower-level expected result that is arrived at through an accumulation of activities

Table 5: Logical Framework

Level of results	Summary	Indicators	Means of verification	Risks and Assumptions
Impact	Life welfare and communities are resilient to man-made disasters and change.	Life welfare ranking	<ul style="list-style-type: none"> - National Annual report of Life welfare in Yemen. - (OECD Better Life Index) 	<ul style="list-style-type: none"> - Other initiatives having approaches that in conflict with (OECD Better Life Index) or EVALYEMENs initiatives.
Outcomes	<ol style="list-style-type: none"> 1- Improved availability of forecasts and evidenced-based reports. 2- Improved skills to develop M&E information and reports. 	<ul style="list-style-type: none"> - Number of forecasts and evidenced-based reports developed or revised - Number of EVALYemen members that generate/pilot new varied information and services. 	<ul style="list-style-type: none"> - EVALYemen reports/forecasts/services. 	-
Outputs	<ul style="list-style-type: none"> - Specialized members - Technical and scientific institution of improved. - Modern equipment and communication channels installed and operational. - Improved and evidenced-based M&E reports of the development, humanitarian, Youth, gender, SDGs, government policies and environment. - Research capacity and production of evaluation information for different sectors of development, humanitarian, Youth, gender, SDGs, government policies and environment. 	<ul style="list-style-type: none"> - Number of members trained. - Number of equipment and communication channels installed and operational. - Number of M&E Reports and varied sectors. 	<ul style="list-style-type: none"> - Training records - equipment and communication channels installed and operational. - M&E Reports and varied sectors. 	<ul style="list-style-type: none"> - EVALYemen deemed to be need of capacity building are willing to participate in initiatives
Activities	<p>1.1:</p> <ul style="list-style-type: none"> - Maintain and update database/repository of key members information via an Membership online registration form(https://ee.kobotoolbox.org/x/cxrclBli). - Facilitate M&E training. - Help members exchange information, ideas, knowledge and innovations - Share up-to-date information on evaluation - Develop capacities of National VOPE leadership. - Support the engagement and activities of EvalYouth Yemen Chapter. - Promote national and international dialogue and exchange. <p>2.1:</p> <ul style="list-style-type: none"> - Establishing EvalYemen website. - Publish Needs assessment reports - Publish Evolution reports. - Create online registration and communication system. - Activate all social media channels of EVALYemen. - Using email servlist, and monthly & regular meetings. - Publish newsletters - Publish annual reports. <p>3.1:</p> <ul style="list-style-type: none"> - Creating key areas focused research groups led by senior members and academic researchers. - Encourage the participation of youth and emerged evaluators at all research groups. 	<ul style="list-style-type: none"> - # of EVALYemen members. - # of EVALYemen members got training in M&E. - # of exchange information, ideas, knowledge or innovations via evalyemen communication channels. - # of National VOPE. - # of activities of EvalYouth Yemen Chapter. - # of website, and social media. - # of Publish newsletters or annual reports. - # of created key areas focused research groups. 	<ul style="list-style-type: none"> - Membership registration data-base of EVALYemen. - Training records - Evalyemen communication channels. - Registered VOPE at IOCE. - EvalYouth Yemen Chapter membership list or activities. - List of key areas focused research groups. 	

6. DELIVERING THE STRATEGY

6.1 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 national levels for the major reason which is maximise prospects for sustainability of results to be achieved

Definition of roles

The roles, terms and responsibilities of all bodies are described in depth in EvalYemen Constituent regulation.

a) Constituent body.

According to Constituent Regular, Constituent Body is the body that signed the founding statement, and it consists of three members. It's authority:

- Appointing members of the Executive commission.
- Supervising the work of the Executive commission.
- Discussing and drawing the general policies of the organization.
- Supervising the budget and approving the fiscal budget.

b) The Executive commission will:

According to Constituent Regular, it is the body that is appointed by the constituent body and their number is (5) members. It's authority:

- Make suggestions and discuss reports.
- Call for a normal meeting and an unusual meeting when needed.
- Distribution of committees and appointment of committee chairs.
- Supervising the activities of the organization.
- Implementation of general policy and programs on projects that are consistent with the objectives of the organization.
- Opening other branches inside and outside Yemen, based on the approval of the Constituent body.
- Issuing decisions necessary for the work of the organization and annual reports.

c) Management groups

According to Constituent Regular, General powers for administrative groups and committees: Participation in the tasks and activities assigned by the constituent body and the executive body Nomination of new members for Eval Yemen. It is responsible for membership services and basic administration of the organization, including preparation and circulation of meeting agenda and platforms. It organizes 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) Members will be responsible to implement and participate voluntary in specific EVALYemen activities.

6.2 Partners

Successful delivery of the Strategic Plan requires EVALYemen 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.

7. 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.

8. FINANCING THE STRATEGIC PLAN

8.1 Financing Plan

The Strategic Plan financing plan will be annually presented by the Executive commission, discussed and accepted by the **Constituent body** as well as addressed by the internal audit at the times of evaluation.

