

Strategic Plan 2026-2029

Centre for Evaluation

1. Purpose / Vision

The purpose of the Centre for Evaluation is to improve the design and conduct of evaluations of complex public health interventions through the development, application, and dissemination of rigorous methods, and to facilitate the use of robust evidence to inform policy and practice decisions. Our strategic aims are to:

- 1. Promote high-quality evaluation studies using multidisciplinary methods**
- 2. Develop innovations in evaluation methodology**
- 3. Improve the quality of evidence used to inform policy and practice**
- 4. Serve as a national and international resource for evaluation expertise**

The work of the Centre aligns with LSHTM's strategic plan to sustain and promote excellence in human health research. We promote high-quality evaluation studies using multidisciplinary methods across three methodological themes: (1) evidence synthesis; (2) process evaluation; and (3) impact evaluation. The Centre provides methodological expertise to researchers through regular events, ad hoc methodological advice, and formal reviews of evaluation designs. Across our methodological themes, we focus on three cross-cutting priorities: advancing decolonial and equitable evaluation approaches; integrating participatory practices; and exploring how artificial intelligence (AI) can strengthen evaluation methods. This is in line with LSHTM's commitment to equitable partnerships and the decolonisation of teaching and research. In 2025, we organized a whole-day event on the use of AI in public health evaluations, working towards LSHTM's strategic priority to maximise research impact through knowledge exchange and innovation. We regularly host joint seminars with external collaborators (e.g. UCL EPPI-Centre) and partner research groups. Our brochure highlights evaluations conducted by Centre members, and our website showcases current workstreams (e.g. on decolonising and equitable research and participatory practices), new publications, upcoming events, and provides an overview of evaluation methods. Teaching is central to our mission and aligns with LSHTM's strategy to ensure that education is research-informed. Our teaching portfolio includes MSc teaching (e.g. Evaluation of Public Health Interventions module), short courses delivered externally (e.g. on process evaluation), training in evaluation methods (e.g. on quasi experimental designs to the Youth Endowment Fund), and the development of educational resources (e.g. slides on process and impact evaluations).

2. Strategic Objectives

By the end of 2029, we will achieve the following objectives.

1. Increase national and international awareness of the Centre as a resource for evaluation expertise by delivering at least five external workshops or seminars related to our thematic areas and cross-cutting topics, 1 external training programme and increasing the number of active collaborations with external partnerships by 25%

2. Promote through training, partnerships and guidance, the use of high-quality evaluation study designs and methods that draw on decolonial and equitable frameworks, and highlight case studies as best practice
3. Sustain and strengthen a network of researchers with expertise in participatory practices and develop an online repository of resources
4. Each year, actively contribute to discourse and development of one new methodological innovation (defined as a new method, or adaptation of existing method to a new context) through a seminar, the sharing of publications or other resources, collaboration with other Centres and/or by publishing a commentary or analysis piece
5. Develop a communication and financial strategy to support the work of the Centre

3. SMART Objectives: Actions, Expected Outcomes and Impact, Timeline

Outline the specific actions to achieve each objective.

Objective	Action	Expected Outcome	Impact	Timeline
Increase national and international awareness of the centre as a resource for evaluation expertise by delivering at least five external workshop or seminars on our thematic areas and cross-cutting topics, 1 training programme, increasing external partnerships by 25%	Actively use our brochure and website to expand external membership	Increased external membership by 25% from current external membership of 690	Increased CfE's visibility as a centre for excellence on evaluation expertise with government/policy bodies, multi-lateral agencies, funders, programme implementers and community groups	Annual
	Set up joint seminars between Centre for Evaluation (CfE) and UKHSA and other external collaborators	Increased external collaborations between CfE members and a wide range of collaborators including programme implementers, funders and policy makers		End of 2026
	Deliver bespoke training courses on evaluation methods		Better awareness of CfE and evaluation in student body	Annual
	Work with student ambassadors to raise awareness of	MSc/RD students sign up to CfE and attend events		

Objective	Action	Expected Outcome	Impact	Timeline
	CfE to student body			
Promote through training, partnerships and guidance, the use of high quality evaluation study design and methods that draw on decolonial and equitable frameworks and publish case studies highlighting these studies as best practice	Publicise our reflexive guide & collate feedback Conduct 1-2 seminars on decolonial methods with international experts	Guide is downloaded and cited in research protocols Guide is updated based on user feedback obtained in a survey	Increased awareness and expertise at LSHTM on decolonial and equitable methods	End of 2026
	Organise 1 workshop on the reflexive guide		Implementation of decolonial and equitable methods in evaluation by LSHTM staff, reported in up to 5 case studies	End of 2026
	Document case-studies on the use of the reflexive guide	Increased quality of research proposals,		Ongoing
	Launch our Evaluation Research Committee (ERC) and review between 3- 5 proposals or protocols annually	protocols or PhDs with an evaluative research component	Between 3- 5 grant proposals supported by CfE submitted annually	End of 2026
	Encourage use of decolonial & equitable framework & application of reflexive guide through the ERC and drop-in sessions			On-going

Objective	Action	Expected Outcome	Impact	Timeline
	Continue monthly drop in clinics			On-going
Sustain and strengthen a network of researchers with expertise in participatory practices and develop an online repository of resources	Strengthen a network of staff/RD students at LSHTM working with participatory practices	Establish collaborations between LSHTM and global experts in the field	Increased visibility of CfE as international centre of excellence on participatory research methods in evaluation	End of 2029
	Focus strategic event on participatory practices	Provide guidance for LSHTM senior leadership on how to support application of participatory methods in evaluation		End of 2027
		Identify and promote up to 2 publications a year using participatory practices to CfE members		Annual
Each year, actively contribute to discourse and development of one new methodological innovation (defined as new method, or adaptation of existing method to new context) through a seminar, the sharing of publications or other resources, collaboration with other centres and/or	Continue to develop our cross-cutting topic on artificial intelligence through seminars	Hold a minimum of 5 seminars annually focusing on methodological innovation including up to 2 on AI	Increase expertise of researchers at LSHTM on potential for AI and other innovative methodologies used on evaluation	End of 2029
	Critically consider how AI might interplay with decolonial and	Publication of commentary on use of AI in evaluation		End of 2027

Objective	Action	Expected Outcome	Impact	Timeline
by publishing a commentary or analysis piece	participatory approaches Seminars highlighting methodological innovations across evidence synthesis, process and impact evaluation			On-going
Develop a communication and financial strategy to support the work of the Centre	Pull together ways the Centre brings in income into a strategy	Bring in annual income of approximately £10,000	Have the financial capacity to support CfE members to contribute towards the achievement of the Centres objectives Increase profile of CfE	Mid 2027

4. Risks and Mitigation

Identify potential risks and how you'll address them.

Risk	Impact	Mitigation
Staff supporting participatory practices work are withdrawn	Reduced capacity for CfE to support and maintain the network, set up seminars and develop proposal	Apply for internal EDI grants/external funding
Reduced capacity in management committee to take forward work	Reduced capacity for planned actions to be carried out	Annually review membership of evaluation committee, recruit and collaborate with new staff with specific methodological expertise as needed

6. Monitoring and Evaluation

How will progress and success be measured? For example: number and impact of partnerships, grant submissions, publications, and events.

Objective	Monitoring progress and impact
Increase national and international awareness of the centre as a resource for evaluation expertise by delivering at least five external presentations, 1 training programme, increasing external partnerships by 25% end of 2029	• Monitor the number of new external CfE members, expected external membership to increase from 690 members to 862 by end of 2029. Expected composition of membership to be drawn from government/policy bodies (e.g. ETAP; UKHSA; WHO; UN Agencies); Funders (e.g. UNITAID, Wellcome Trust. Gates Foundation); programme implementers (e.g. Path, IPPF); and community-based organisations (e.g. International Network of People who inject drugs) • We will measure partnership enquiries and invitations to collaborate or present our work • We will hold 2 seminars annually in collaboration with the UKHSA's Evaluation and Epidemiological Sciences Division and/or other external partners • We will develop and deliver one training programme on quasi experimental evaluation designs by end of 2026 • We will promote at least five publications applying innovative methods of evaluation on website from CfE members annually. • We will continue to promote publications in bi-monthly newsletter • We will award an annual prize to highlight a publication focused on innovative evaluation methodologies and authors will be invited to present the paper. • We will appoint up to 3 student ambassadors from MSc body (annually) and three from RD body (ongoing). • We will organize 2 student focused events annually and monitor attendance and assess usefulness and satisfaction with the event through a survey. We anticipate attendance of up to 50 people. <u>Expected impact:</u> Increased CfE's visibility as a centre for excellence on evaluation expertise.
Promote through training, partnerships and guidance, the use of high quality	• We will hold 1-2 seminars for presenting decolonial and equitable approaches to evaluation in 2026/27

Objective	Monitoring progress and impact
evaluation study design and methods that draw on decolonial and equitable frameworks and publish cases studies highlighting these studies as best practice	• We will hold 1 workshop presenting our reflexive guide in 2026 to LSHTM staff/RD students • We will submit a survey forum on sharepoint to collate feedback on people using the guide and update as needed. • We will monitor the number of evaluations published by CfE members and the number of case studies produced applying the framework. • We will monitor how many proposals are submitted that are supported by our ERC and the proportion that are successfully funded. • We aim to support 3-5 grant proposals to submission and we will monitor how many are successfully funded. • Attendance of a minimum of 3 participants (members of staff and RDs) at each drop-in clinic. <u>Expected impact</u> Increased awareness and expertise at LSHTM on decolonial and equitable methods. All evaluations that are supported by CfE will use our reflexive guide and build in equitable and decolonial approaches.
Sustain and strengthen a network of researchers with expertise in participatory practices and develop an online repository of resources	• We will hold 3 network meetings each year with target attendance of 20 participants • We will monitor attendance at the meetings and collect feedback on the meetings from participants. • We will track the number of returning participants and new collaborations arising from the network. • We will set up an online repository by June 2026, and continue to update it. • We will monitor use of our online repository through the number of hits and downloads on the website. • We will monitor engagement with the repository through our Teams site • Strategic event completed in January/February 2027 • Recommendations presented to Executive office on support needed to facilitate participatory approaches to research by 2027? • Invited presentation of CfE's members' work on participatory practices at external organizations • We will publish 1 commentary/analysis piece on participatory practices by the end of 2027.

Objective	Monitoring progress and impact
	• CfE network on participatory practices increased by 30% (from 70 to 90 people) by end of 2029. • Identify and promote up to 5 publications a year using participatory practices by CfE members in the newsletter and website. <u>Expected impact:</u> Increased visibility of CfE as international centre of excellence on participatory research methods in evaluation
Each year, actively contribute to discourse and development of one new methodological innovation (defined as new method, or adaptation of existing method to new context) through a seminar, the sharing of publications or other resources, collaboration with other centres and/or by publishing a commentary or analysis piece	• We will hold a minimum of 5 seminars annually focusing on methodological innovation including up to 2 on AI. We will monitor the number of participants at these seminars. • We will publish a commentary considering the use of AI on decolonial and equitable approaches to research by the end of 2026. • We will track the number of citations, downloads and readership metrics from the published papers. • We will monitor follow-up requests or collaborations arising from the seminars • We aim to increase visibility of CfE through members social media accounts • Seminars attended by a minimum of 40 people • We will monitor the use of innovations in evaluation methodologies by LSHTM staff and RD students through our newsletter and website <u>Expected impact:</u> Increased expertise of researchers at LSHTM on potential use of AI and other innovative methodologies in evaluation
Develop a financial and communications strategy	• Communication strategy presented to steering group for feedback and posted on the website • Monitor downloads of brochure, hits of website, invitations to external events • Financial strategy presented to steering group for feedback • Generate external income of approximately £10000 annually to support CfE members and running of CfE. <u>Expected impact:</u> Maintaining financial independence to support events and some activities