

Partnership Council PROGRESS REPORT

July 2025 to June 2026

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global evaluation initiative

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Executive Summary

This Progress Report covers implementation of the Global Evaluation Initiative (GEI) from July 2025 to June 2026, which included the commencement of the GEI 2.0 Strategy in January 2026. FY26 was a year of consolidation. GEI continued its transition from predominantly activity-based capacity development toward longer-term support for national and institutional monitoring and evaluation (M&E) systems, while adjusting to a reduced funding envelope, which required decisions about where support could be sustained and at what intensity. The Network's principal value addition has been its ability to connect country-level technical support with regional expertise, global knowledge, professional development, institutional partnerships, and peer learning. This shows up in two main ways. Some of what the Network produces could not be produced by any partner alone: Glocal Evaluation Week 2026 (Glocal) and BetterEvaluation are the most prominent examples. And GEI's support increasingly sits alongside funding that implementing partners have attracted from others toward the same ends.

Operating conditions. The reduced funding envelope has meant that implementing partner grants in FY26 are approximately one-half to two-thirds the size of those under GEI's first phase. Implementing partners have absorbed this by operating leaner, in some cases reducing staff, and in one case with a director working effectively pro bono for a period to pay and retain key team members. Uncertainty about the funding outlook, from the Multi-Donor Trust Fund (MDTF) and other sources alike, compounds this by making it harder for partners to plan internally and with government counterparts over the horizons that M&E systems strengthening work requires. The pool of funders supporting this agenda, not large to begin with, is narrowing further as fiscal space for development contracts and priorities shift elsewhere. This constrains the duration and intensity of the work programs and technical accompaniment provided to country government counterparts. It is flagged as a critical operational risk in Section 6, where the measures GEI has put in place to mitigate it are also set out.

Measuring contribution. GEI commenced work in FY26 to integrate contribution analysis into the program's routine Monitoring, Evaluation, and Learning (MEL) framework and reporting. GEI's support to counterpart units through the CLEAR centers is one among multiple inputs required for institutional change, and this method has been chosen because it is designed to establish a credible, evidence-informed account of GEI's specific contribution rather than to claim attribution. This responds directly to financing partners' requests for stronger evidence of the Network's collective value and offers as well as an opportunity to dig deeper into the promising preliminary findings from the recent independent evaluation on GEI's contributions to country systems. This work will continue in FY27 with a focus on two pilot country engagements.

Convening, brokering, and knowledge. GEI continued to serve as a global platform connecting governments, evaluators, development institutions, and knowledge

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providers. Glocal 2026, focused on evaluation, evidence, and trust in the age of artificial intelligence (AI), was the Network's largest edition since 2019, while BetterEvaluation expanded access to evaluation knowledge and learning opportunities for a global audience. Across regions, partners strengthened peer learning and collaboration through communities of practice, including the Center for Learning on Evaluation and Results for Latin America and the Caribbean (CLEAR-LAC)'s regional evaluation networks and communities of practice in Guatemala and the Dominican Republic; the Center for Learning on Evaluation and Results for Francophone Africa (CLEAR-FA)'s community of practice on AI in M&E, and the Center for Learning on Evaluation and Results for Pakistan and Central Asia (CLEAR-PCA)'s collaboration with the Japan International Cooperation Agency (JICA) and Tajik stakeholders to convene Tajikistan's first M&E Forum. At the country level, GEI partners increasingly supported governments in applying Monitoring and Evaluation Systems Analysis (MESA) and the National Evaluation Capacities Index (INCE) diagnostic tools, with closer coordination with the German Institute for Development Evaluation (DEval) and the World Food Programme (WFP) helping align evaluation capacity development efforts and strengthen understanding of pathways for national M&E systems reform.

Training and professional development (TPD). FY26 marked a strategic transition for the International Program for Development Evaluation Training (IPDET), which expanded its regional delivery model in Nairobi, through a partnership with Clear Evaluation Anglophone Africa (CLEAR-AA). Across the Network, partners complemented training with mentoring, professional-development pathways, and hands-on institutional support, helping embed evaluation capacity within organizations rather than focusing solely on individual skills. Notable examples included L'École nationale d'administration publique (ENAP)'s regional programs across Africa and the Arab region and CLEAR-FA's on-the-job learning initiatives for young and emerging evaluators. The Center for Learning on Evaluation and Results for Lusophone Africa and Brazil (CLEAR-LAB) mentored Climate Investment Funds (CIF) observers and supported institutional strengthening at Brazil's Espírito Santo State Court of Accounts, while CLEAR South Asia (CLER-SA) expanded government partnerships to train 160,000 government officials[1]. Together, these efforts expanded access to high-quality evaluation learning, strengthened professional networks, institutional capacity, and integrated emerging priorities such as climate, gender, and AI.

Country-level engagement. In FY26, GEI introduced an Expression of Interest (EOI) process as the primary mechanism for identifying and prioritizing country programs under the GEI 2.0 Strategy. Governments and CLEAR centers were invited to articulate priority institutional gaps, reform objectives, expected system-level results, national ownership, implementation partnerships, and the potential for sustained engagement. Proposals were assessed against transparent criteria, including alignment with GEI and national priorities, government demand and readiness, prospects for systemic change, opportunities for learning and knowledge generation, and the likelihood that results could be sustained. The process enabled GEI to direct limited financial and technical resources toward countries where Network support could have the greatest institutional value and to align country selection, grant allocations, and implementation commitments across CLEAR centers for the FY26–30 period.



FY26 marked a strategic transition for the International Program for Development Evaluation Training (IPDET), which expanded its regional delivery model in Nairobi, through a partnership with Clear Evaluation Anglophone Africa (CLEAR-AA).

1 - Through its engagement with Karmayogi Bharat, CLEAR-SA has expanded its national-level partnerships, with CLEAR's Integrated Government Online Training (iGOT) course reaching around 300,000 enrollments and 160,000 completions among government officials.

Within this prioritized portfolio, GEI is supporting integrated, longer-term engagements that contribute to reforms in national M&E policies and systems. The main body of the report provides country examples illustrating these results and demonstrating how GEI's Network model brings together regional expertise, global knowledge, partnerships, and peer learning around country-owned reform priorities.

Strategic partnerships and GEI priority areas. GEI strengthened collaboration with the World Bank Group's (WBG) Project Implementation Units (PIUs), including joint work with the Outcomes Department on the "PIUneer" training activity, the development of a concept note with the Statistical Capacity Building Program (STATCAP) for a standardized M&E-systems metric, and technical support to the Governance Global Practice. These engagements demonstrated demand for GEI's expertise and opened pathways for embedding Network capabilities more systematically in World Bank country operations. Across the portfolio, climate change, AI, and gender equality were integrated into knowledge production, training, country support, and convening. GEI produced practical guidance on climate-responsive MEL systems, expanded gender-responsive and feminist evaluation approaches, and developed an AI framework addressing evidence needs, evaluation workflows, capabilities, governance, ethics, and human judgment.

Financial and operational management. Grant restructuring extended the implementing partners' grants while also structuring their scopes of work around the EOI process. All grants except CLEAR-LAB were restructured, that is, formally amended to revise closing dates and financing terms, with most closing dates extended and US$8.45 million in projected additional financing. CLEAR-LAB remained subject to an external audit, after which a new project is expected to be designed. All implementation-support and supervision missions were completed, and Implementation Status and Results Reports (ISRs) were prepared for each grant, supporting oversight of implementation progress and development objectives. Cumulative disbursements to implementing partners reached US$13.84 million by the end of FY26. Contributions to the MDTF have declined over recent years. Section 6 sets out how this has affected the scope of work partners can sustain, the steps taken to absorb the reduction while protecting grant financing, and the Network's approach to diversifying its funding base. Core funding also sustains implementing partner presence and standing, which in turn enables them to attract resources from development banks, foundations, UN agencies, governments, universities, and fee-based work. GEI does not yet measure this effect systematically, but doing so will be explored in FY27.

Looking ahead. FY27 is the first full year of GEI 2.0. The Network's priorities are to build longer-term engagements that treat M&E systems strengthening as institutional reform; to work more consistently as a single Network, so that a counterpart engaging with any one GEI partner can draw on expertise from across all of them; and to build a stronger evidence base for the contributions the Network's support makes. Annex 4 summarizes the priorities agreed at the May 2026 Implementation Committee meeting.



Across GEI's portfolio, climate change, AI, and gender equality were integrated into knowledge production, training, country support, and convening.

Introduction

This report covers GEI's work from July 2025 through June 2026 and follows the structure of the GEI 2.0 Strategy. The Strategy was endorsed in November 2025 and published in January 2026, six months into the fiscal year, so much of the work reported here was designed under the previous framework and sits less neatly into the structure than the second half of the year does. A comprehensive summary of country-level activity is provided in Annex 2, and an at-a-glance snapshot of GEI by the Numbers is in Annex 3. GEI 2.0 is organized around two strategic priorities: sharpening GEI's comparative advantage, pursued through four focus areas, and strengthening GEI's business model and financial sustainability. The main categories of work are similar to GEI's first phase, whereas how that work is selected, packaged, delivered, and assessed is new. Each focus area contains defined lines of action, and the sections in this report open with a brief rationale for each, followed by illustrative highlights rather than a comprehensive account. Much of that work was collaborative, drawing on the complementary strengths of implementing partners and the GEI Global Team. See the GEI 2.0 Strategy for more information about the program and partners that are discussed below.

Structure of the Progress Report

The first section (*Convening, Brokering, and Providing Knowledge*) covers GEI's knowledge function: how the Network convenes the evaluation community, brokers connections and learning across institutions and regions, produces and curates knowledge, and reaches its audiences through digital and communications platforms.

The second section (*Establishing a Network of Excellence in M&E Training and Professional Development*) covers GEI's training and professional development (TPD) achievements across GEI, including the emerging Network-wide training strategy and the contributions of IPDET and ENAP.

The third section (*Catalyzing Selective and Sustained Country-Level Engagements through the CLEAR Centers*) presents illustrative examples of how diagnostics, technical assistance, training, partnerships, and policy dialogue combine to support longer-term institutional and national M&E system reforms, and describes the Expression of Interest process introduced to prioritize country programs under GEI 2.0 and the Network's transition toward a hybrid funding model.

The fourth section (*Building Strategic Partnerships That Leverage GEI's Unique Position within the World Bank Group*) reviews GEI's strategic partnerships, particularly collaboration with WBG operational units and opportunities to embed GEI's expertise more systematically in country operations. The fifth section (GEI Cross-Cutting Themes) considers how climate change and environmental sustainability, gender equality, and AI are integrated across knowledge, training, convening, and country support.

The final two sections (*Resource Mobilization and Hybrid Model and GEI Financials*) address the Network's institutional sustainability and accountability: the approach to strengthening core funding, diversifying financing, and improving donor engagement; and grant extension and additional financing processes, grant supervision and reporting, and a snapshot of the GEI MDTF income and expenditures in FY26.

The annexes carry supporting information, including follow-up to previous Partnership Council decisions, country program summaries, cumulative Network results, and a synopsis of the agreements reached at the May 2026 GEI Implementation Committee meeting.

Convening, Brokering, and Providing Knowledge

Governments and practitioners working on M&E systems are rarely short of information. What they more often lack is access to knowledge that is relevant to their situation: what a comparable institution has implemented, and what it requires in practice. The evaluation field's fragmentation compounds this, with guidance of uneven quality, inconsistent standards, and expertise dispersed across organizations, geographies, and disciplines.
GEI's knowledge pillar addresses this in three ways. It convenes the global evaluation community, it brokers knowledge and connections among partners across the Network, and it produces and curates guidance that practitioners and governments can use to strengthen their M&E systems. In FY26, the Network recorded 175 knowledge and communications activities: 68 events, 80 communication products, 24 knowledge products, and three communities of practice.

This work happens at two levels that are difficult to separate in practice and that depend on each other. The Global Team builds and maintains the platforms, instruments, and standards that give the Network a shared infrastructure; implementing partners adapt and apply them in their regions and countries, and feed the results back. Glocal Evaluation Week and BetterEvaluation, the two initiatives that reached the largest audiences this year, are both products of that arrangement.

In FY26, the Network's audiences grew while traffic to its platforms fell, a pattern shaped by two things:

- The rebuild of the GEI website. Traffic is expected to drop when a website is overhauled, since existing links to the old site break and search engines take time to re-index the content.
- The change in user behavior reported across the internet since the widespread use of AI tools.

Section 1.4 provides more detail on GEI's digital outreach.

1.1 Convening

Convening remains the Network's most visible function, and in FY26 it operated at every level, from ministry cabinets to global webinars. The value lies in what a meeting makes possible afterward: comparing experience across countries facing similar constraints, and building the relationships and trust that later enable and support technical work. Glocal Evaluation Week was the year's most visible gathering, and Box 1 sets out how the week is assembled and what it delivered in 2026. Beyond Glocal, the Network convened through webinar series, regional round tables, national evaluation days, and panels at established professional conferences.

Over the course of the year the Global Team co-organized a series of webinars with CLEAR-FA: on experience capitalization (685 participants), on transformational leadership in evaluation (715 participants), and on addressing data challenges in impact evaluations (413 participants), the last delivered with the Development Economics Data Group. CLEAR-FA also supported national evaluation days in Benin (200 participants) and the Republic of Congo (100 participants). As part of its strategy to boost regional dynamics for improved evaluation and evidence use, the Center took part in the Marrakech Parliamentary Economic Forum (450 participants) and the General Assembly of the African Parliamentarians' Network on Development Evaluation (APNODE) (150 participants). CLEAR-FA developed APNODE's Strategic Plan 2026–29, which was presented and approved at this event, and convened the 5th Regional Round Table on the Effectiveness of Public Policies (TREPP 2026), which brought together 108 participants from 15 countries and produced a joint roadmap on evidence use and regional cooperation.

The largest audiences of the year were in Brazil, where CLEAR-LAB took part in established national forums. It contributed panels to the 2nd National Evaluation Forum in Brasília, on standardized methodology for public policy evaluation, and to the 14th Brazilian Congress of Collective Health, events that reached 826 and 515 participants respectively, and was an invited speaker in the Ministry of Health's Núcleo de Avaliação de Políticas de Saúde (NAPS) 2025 conversation series on logic models, which reached 511 participants.

CLEAR-LAC convened a regional roundtable of national M&E systems, bringing together all nine member countries around a shared focus on the use of evaluation, and formalized the platform within its program with the Office of Evaluation and Oversight (OVE) of the Inter-American Development Bank (IDB). Building on this momentum, it is designing Track 3 of EVALAC 2026, a specialized peer-exchange program for national evaluation leaders on strengthening evaluation use.

In Asia, CLEAR-SA was invited to address the National Conference on Monitoring, Evaluation and Learning in India (200 participants) and delivered three sessions at the Asian Evaluation Week in China. In the Caribbean, CLEAR-LAC and the Caribbean Development Bank convened a webinar on diagnostic tools for M&E systems that reached 600 participants. In the Arab region, ENAP's international panel on moving AI in evaluation from pilot to institution attracted 86 participants from 42 countries, bringing together the Islamic Development Bank, Egypt's Information and Decision Support Center (IDSC), and the Arab Organization of Supreme Audit Institutions (ARABOSAI).

The GEI Global Team also represents the Network in the wider evaluation community. In FY26, the Global Team delivered training, keynotes, and presentations at a range of fora, including EVALAC, Asian Evaluation Week, DeGEval, and others. It maintains relationships with UNEG, EvalNet, and the Evaluation Cooperation Group (ECG) of multilateral development banks, as well as with professional associations such as IDEAS and AfrEA. These relationships keep GEI's work visible to the bodies that shape evaluation practice.

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BOX 1. Glocal Evaluation Week: The Network's Annual Knowledge Fair

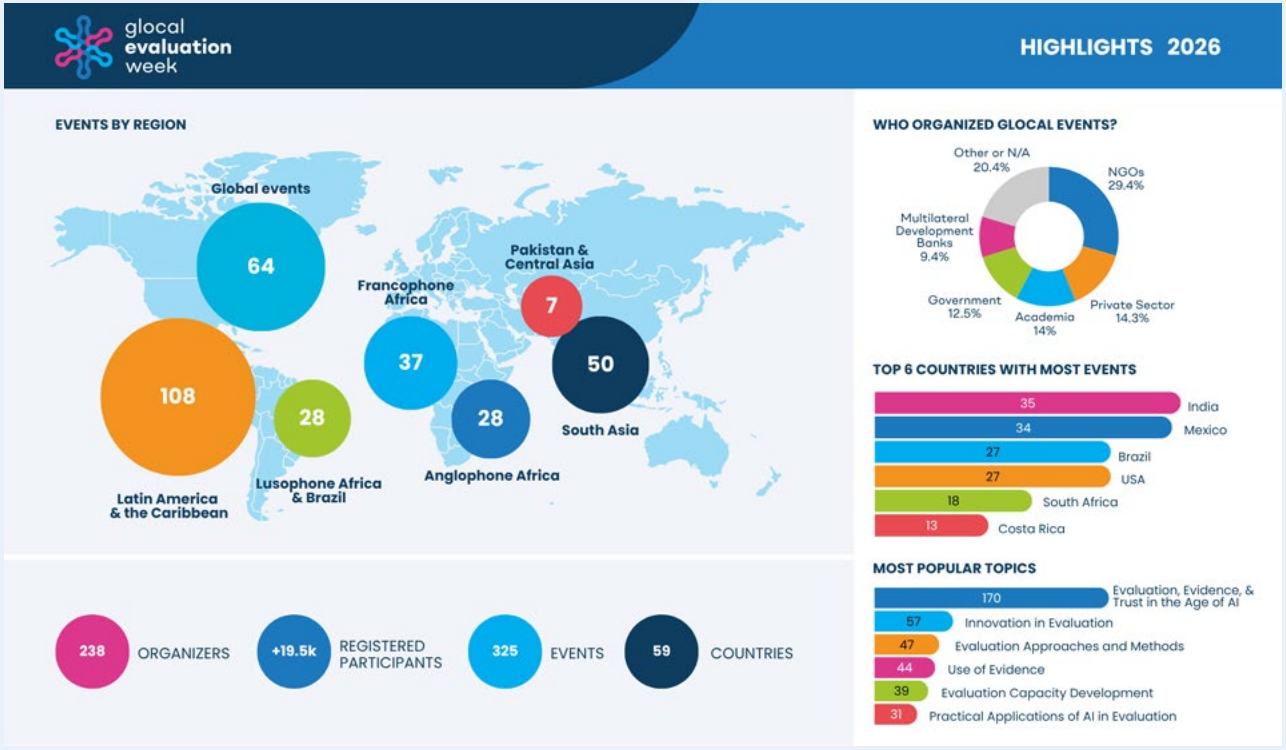
Glocal Evaluation Week is GEI's annual knowledge fair, a week of free events on M&E organized by institutions worldwide and open to anyone. The 2026 edition, held June 1–5 on the theme "Evaluation, Evidence, and Trust in the Age of AI," brought together 19,500 participants across 325 sessions, the largest edition since Glocal began in 2019.

Glocal is the clearest illustration of how the Network's two levels (global and local) depend on each other.

The GEI Global Team provides what no single partner could sustain alone: the platform and website, the annual theme, the call for proposals, the registration and events infrastructure, the global branding, and the sessions that prepare institutions to run their own events, namely the organizer information session (197 participants) and the call for proposals session (133). The Global Team also hosted the global opening session, which drew 677 participants, convened a Donor Perspective panel with 116 participants on how funders view evaluation capacity investment, and provided technical support, interpretation, and speakers for the regional launches.

Implementing partners provide what no central team could deliver on its own: support to 238 organizers convening 325 sessions in their own languages, on their own priorities, with their own governments in the room. CLEAR-AA and CLEAR-FA opened the Africa edition with a launch attended by 316 participants, and CLEAR-LAC and CLEAR-LAB convened the Latin America and Caribbean launch with 378 participants. Regional coordination extended well beyond the launches. CLEAR-LAC served as focal point for 108 events delivered by more than 80 institutions across 15 countries, while CLEAR-SA supported 50 sessions across its region. CLEAR-AA hosted 28 events grouped into four thematic strands on AI, trust, and evaluation in the Global South, while CLEAR-PCA supported seven events on AI and education policy in Pakistan and Central Asia.

Neither the Global Team nor the partners could produce Glocal alone. A shared infrastructure without regional networks is an empty platform, and regional networks without shared infrastructure produce a scattering of unconnected national events.



1.2 Brokering

Brokering is the art of connecting what would otherwise stay separate: the experience of colleagues working in different countries, knowledge and lessons from different regions, and initiatives that could otherwise duplicate each other. It is the least visible of the three functions and the one that depends most on the Network operating as a network. It runs through three channels: a shared online platform for knowledge exchange, communities of practice that give exchange a durable structure, and direct coordination between initiatives and institutions.

During FY26, BetterEvaluation published 16 resources from 12 partners, including 3ie, ADB-IED, AfDB-IDEV, ALNAP, CERP, CGIAR, CLEAR-AA, CLEAR-FA, CLEAR-LAC, DEval, UNDP-IEO, and the World Bank Group[2], together with three outputs (two in Spanish, one in English) from the Monitoring and Evaluation Systems Analysis (MESA) in Colombia; a MESA in the Republic of Congo, and a Manual for Monitoring and Evaluation in Francophone Africa (SERAF). Its events calendar included 43 new entries, up from 28 the previous year, and eight new resource pages captured GEI webinars and Glocal 2026 sessions on subjects from AI in evaluation to transformational leadership and evaluation capacity financing.

Alongside the platform, the Global Team convenes the GEI Communications Network, which brings together the communications leads of all implementing partners on a regular basis. It provides strategic guidance on communications, branding, and positioning, agrees shared messaging, and coordinates campaigns such as Glocal across the Network. It is the mechanism through which nine organizations present a coherent identity rather than nine separate ones, and through which knowledge produced in one center becomes visible to the audiences of all the others.

2 - International Initiative for Impact Evaluation (3ie), Asian Development Bank's Independent Evaluation Department (ADB-IED), African Development Bank's Independent Development Evaluation function (AfDB-IDEV), Active Learning Network for Accountability and Performance (ALNAP), Centre for Economic Research in Pakistan (CERP), the Consultative Group on International Agricultural Research (CGIAR), and United Nations Development Programme Independent Evaluation Office.

BOX 2. BetterEvaluation: A Shared Platform for the Evaluation Community

BetterEvaluation is GEI's open-access platform for evaluation methods, approaches, and guidance, used by practitioners well beyond the GEI Network. It is a global public good, free to anyone interested in its topics, with a growing body of material available in languages other than English. The GEI Global Team manages and maintains it, with GEI funding, including its editorial process, technical infrastructure, and staff.

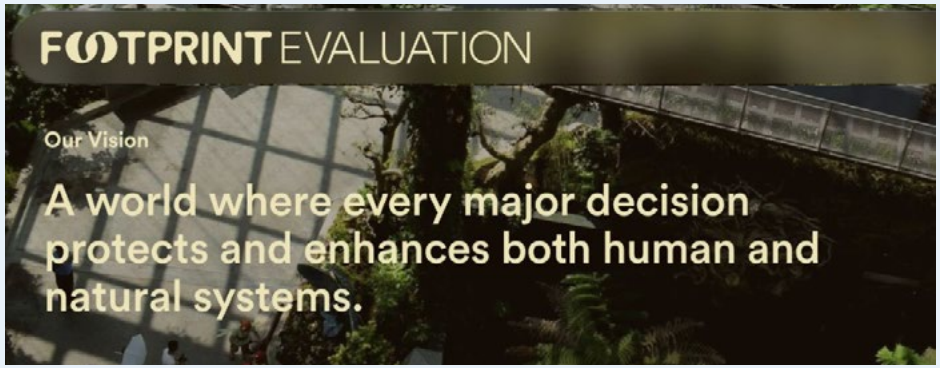
Like Glocal, the platform works because the two levels of the Network supply different things. The Global Team provides the platform itself, the editorial standards and the committee that decides what gets published, the curation that makes material findable, and GEI's own methodological work, including the framework on strengthening national M&E systems, the Rainbow Framework, and the Competency Framework. Implementing partners and the wider evaluation community supply the regional and applied knowledge that gives the platform its range.

What gives the platform its brokering value is its standing in the field. Practitioners know it as a trusted resource with a quality assurance process, editorial standards and contributions from respected M&E professionals. Many treat it as a first place to look for M&E methods and guidance as well as a desirable outlet for their work, since it increases the reach and visibility of their own contributions among peers. That reputation is held by the wider evaluation community, not only by GEI and its partners. In December 2025, the M&E Bench Community, a practitioner network of more than 2,000 members in more than 61 countries, voted BetterEvaluation the recipient of its Global Knowledge Platform Award.

A redesigned platform, scheduled to launch in June 2027, will make it easier for users to find what they need, complete specific job tasks, and use AI tools within the site.

better evaluation knowledge

BOX 3. Footprint Evaluation: From Community of Practice to Independent Initiative



The Footprint Evaluation Initiative emerged from an international community of evaluators seeking to integrate environmental sustainability into evaluation practice, including for programs and projects without an explicit environmental focus. Through BetterEvaluation, GEI gave that dispersed community a home, supporting webinars, discussions, knowledge sharing and the development of practical resources.

GEI then contributed funding to refine the methodology, including tools and questionnaires that made the approach more practical for evaluators. This work culminated in October 2025 in the Footprint Evaluation Typology, developed jointly with Germany's DEval. In FY26 the approach reached its first country-led application: Colombia's National Planning Department used the typology to assess the environmental footprint of government IT systems across 110 public entities, demonstrating that sustainability-inclusive evaluation can be applied within existing evaluation processes, budgets and timelines.

Having matured into a self-sustaining initiative, Footprint Evaluation launched its own independent website and mailing list in January 2026. GEI is winding down its support as the initiative stands on its own, an intended outcome of having helped nurture an emerging area of evaluation practice.

Communities of practice give the exchange of knowledge a durable structure. CLEAR-LAC supported the establishment of ReD Evalúa in the Dominican Republic and the Grupo Impulsor in Guatemala, and ran the MESA Regional community of practice on the use of evaluation across nine Latin American countries. Through Red de Desarrollo de Capacidades de Evaluación (ReDeCA), the Network convened evaluation staff from development banks in more than 15 countries, holding an annual meeting in Ecuador, two thematic Café sessions on AI and on climate finance, and peer-to-peer working groups. CLEAR-FA supported the development of a structured community of practice in Côte d'Ivoire and Senegal. In Côte d'Ivoire, the Center supported the Ministry of Economy, Planning, and Development to set up a digital platform for registration, monitoring of evaluators, and information and experience sharing. In Senegal, the community of practice is being built in collaboration with L'Association Sénégalaise d'Evaluation (SENEVAL) and the Ministry of Family, Solidarity, and Social Protection to develop networking and knowledge exchange around youth-led evaluation. Also, taking stock of a regional training delivered on AI, the Center set up a community for continuous experience sharing and advocacy for ethical use of AI.

The Network also brokered between initiatives rather than only between people. MESA and INCE are diagnostic instruments developed by different institutions (GEI and WFP/DEval, respectively) and assess overlapping aspects of a national M&E system. Left uncoordinated, they could compete for the same government's attention and staff bandwidth. A key part of GEI's strategy is to align these whenever possible. For example, a regional webinar on strengthening national M&E systems in Latin America and the Caribbean, with more than 300 participants from governments, international organizations, and development partners, focused specifically on coordination between the MESA and INCE diagnostic instruments, and on where the two are complementary. CLEAR-LAC published an overview of initiatives to strengthen national M&E systems in the region covering 2015 to 2025, mapping who is doing what and where the overlaps lie.

South-South exchanges continued through the collaboration between the GEI Global Team and Lanzhou University in China, during which GEI supported the lecture series on evaluation run by the university's Center for Evidence-Based Social Science (CEBSS). Two new partner platforms also went live during the year: the CLEAR-PCA website and ENAP's redeveloped Taqyeem site for Arabic-speaking audiences.

1.3 Providing Knowledge as a Public Good

Over the course of FY26, the Network's knowledge production expanded in volume and range, with the Global Team producing the cross-cutting frameworks and publications and implementing partners producing the applied, regionally grounded guidance.

The Global Team published *Navigating AI and Digitalization in M&E*, a working paper setting out a three-lens framework covering evidence needs, workflow, and capability, accompanied by two blog posts on what the AI conversation in M&E is missing and on what AI has and has not changed in evaluation practice. On climate, it published *Evidence for Climate Action* and a piece on making the Belém Adaptation Indicators work for climate-vulnerable countries. It also published a series of 20 scoping reviews that the Global Team produced using an AI-augmented approach with a rigorous, systematic human-in-the-loop process. The first of these is *Conceptualizing National M&E Systems: A Scoping Review*, tracing how the concept of an M&E system has been redefined over four decades; the others are accessible on the GEI website. The GEI Global Team also released free self-paced online courses on the building blocks of effective national M&E systems in six languages through the World Bank Group Open Learning Campus.

The Global Team led the Feminist Innovation in Monitoring and Evaluation (FIME) Small Awards Program, delivered with EvalGender+ and Global Affairs Canada, which produced a new resource collection on BetterEvaluation (see the gender section for detail). Three of the FIME tools were explored further in dedicated blog posts. Beyond its own publications, the Global Team runs the machinery that brings the Network's knowledge to a global audience: five newsletter editions, eight blog posts, three Stories of Change on India, Uzbekistan, and the Middle East and North Africa (MENA) region, and 44 edited news articles covering partner work across every region. Almost all of this content originates with implementing partners; the Global Team's contribution is turning it into material that reaches beyond the partner that produced it. The GEI website was rebuilt during the reporting period, which explains part of the traffic pattern discussed in Section 1.4.

BetterEvaluation's users also added to the platform directly, contributing 15 new resources on topics including AI in evaluation, culturally responsive practice, and local ownership, while the Global Team curated a further 16 on subjects ranging from theory of change and participatory methods to climate M&E and data governance. The platform published 13 original blog posts.

GEI partners produced practical guidance material, including:

- A guide to designing a theory of change using the Capability, Opportunity, Motivation, and Behavior (COM-B) model, and a guide to public policy design evaluation, from CLEAR-LAC.
- Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC) evaluation criteria training material and evaluation process tools for the Government of Tamil Nadu, from CLEAR-SA, an example of localization of international frameworks.
- An assessment of country capacities to monitor implementation of the African Continental Free Trade Area (AfCFTA), from CLEAR-FA.
- A guide on the use of evidence in exercising parliamentarians' functions produced by CLEAR-FA in support to APNODE.
- The third volume of the Evaluation: African Perspectives book series, from CLEAR-AA.
- Under its Caribbean Development Bank partnership, CLEAR-LAC began developing a country-adapted M&E competency framework for Trinidad and Tobago and completed M&E system-strengthening plans for Jamaica and Saint Lucia.

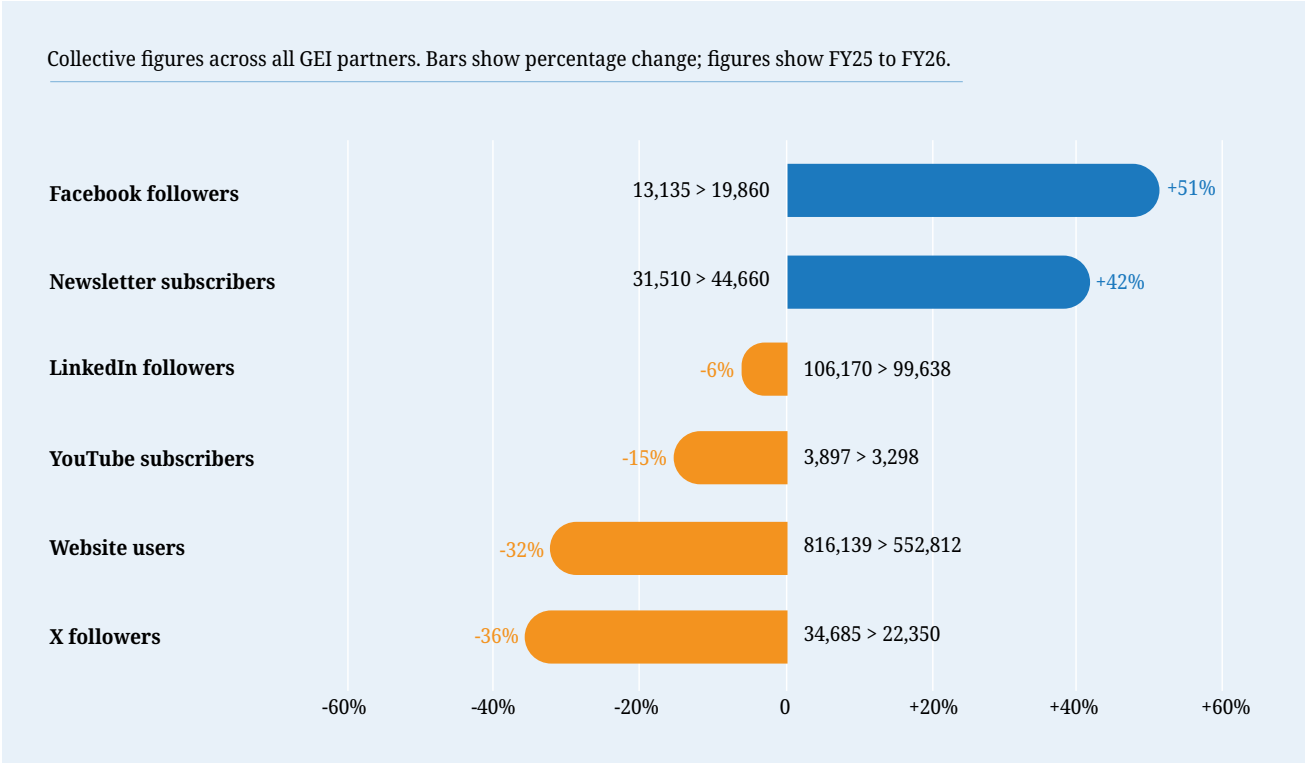
1.4 Reach and Audiences Across the Network

Across all GEI partners, the Network ended FY26 with 742,618 users and followers, against 1,005,536 in FY25. The difference is mostly a steep fall in website users, down 32 percent, which has two main causes. First, the GEI website moved to a new content management platform, which affected traffic and search performance, as is to be expected during a transition. Second, a broader global shift in search behavior, driven by the growth of AI, means users increasingly rely on AI-generated summaries rather than visiting websites. GEI's website traffic dropped by 30 percent even as search impressions increased by 21 percent from the previous year.[3] In addition, GEI's average search ranking also improved from 17 to 8.1, while click-through rate fell by 42 percent. This suggests that users are increasingly finding what they need directly in AI-provided summaries rather than clicking through to the website.

BetterEvaluation remains by far the largest of GEI's digital platforms, serving 394,582 users across 819,246 page views in FY26, with 6,859 people subscribed to its newsletter at an average open rate of 34 percent. Website visits to BetterEvaluation also declined. Unlike the GEI website, BetterEvaluation is highly dependent on organic search. This, combined with changing search behavior and the growing use of AI-generated answers, reduces click-throughs to informational websites.

Subscribed audiences moved in the opposite direction from user traffic. The Network's newsletters grew from 31,510 to 44,660 subscribers, up 42 percent and the largest single gain of the year. Facebook followers rose from 13,135 to 19,860. LinkedIn, the Network's biggest social channel, dropped slightly to 99,638 followers from 106,170. X fell from 34,685 to 22,350 as several partners reduced or ended their use of the platform, and YouTube subscribers moved from 3,897 to 3,298. Overall, the Network's social following stood at 145,146, and total social media engagements increased by 90 percent, from 159,019 to 302,334.

Figure 1. Change in Network Audiences by Channel, FY25 to FY26. Source: GEI Network Digital Statistics.



3 - Impressions rising while clicks fall is the signature pattern of AI Overviews. Google increasingly answers the query on the results page, so GEI content is surfaced and summarized but clicked through less often.

2 Establishing a Network of Excellence in M&E Training and Professional Development

Training is among the most frequently requested types of activity that GEI offers. Training is essential, but usually insufficient on its own to change how an organization behaves or produce broader institutional change. Whether officials apply what they have learned depends on many factors: other wrap-around capacity-building supports (for example, knowledge products, networks, mentoring, etc.), the workplace context they return to, the authorizing environment, supervisory support, and the opportunity to use new skills. Each shapes how far knowledge translates into practice.

As such, training is only one part and must be linked to and layered with a menu of broader capacity-building efforts that are part of the GEI program. GEI 2.0 treats training as one input to institutional change rather than as a product in itself, working toward a shared approach across the Network: a Network-wide training strategy, common quality and pedagogical standards, and learning pathways aligned to the GEI competency framework. IPDET and ENAP (whose work is linked most closely to GEI's focus area two) remain standalone programs with their own mandates and audiences, and both continue to serve a purpose that country engagement cannot. These two programs contribute to the shared language, standards, and technical expectations, especially through training content development and delivery approaches, of a dispersed profession without the longer history or benefit, such as in the accounting field, of more uniform technical training programs, competency frameworks, certification standards, and so on.

2.1 Network-Wide Training Strategy

FY26 laid the groundwork for moving toward a unified training approach across the Network. This included supporting implementing partners in training development and delivery, developing training content, adapting pedagogical approaches to different learner needs, positioning training as one element within a broader capacity-building toolkit, identifying efficiencies in course development and delivery, and leveraging the capabilities and experience of partners across the Network.

To inform this work and the GEI 2.0 Strategy, five of the 20 scoping reviews conducted addressed the individual level of GEI's theory of change, examining how training, mentorship, and peer exchange strengthen the skills and performance of evaluators, and how these changes can be measured. That thinking informed IPDET 3.0, the next iteration of IPDET's own strategy, which now reflects this notion of an integrated individual training and country-level engagement approach to M&E systems strengthening. And at GEI's Implementation Committee meeting in Brussels in May 2026, the Network reached agreement, across all implementing partners, both on the case for establishing a Network-wide training strategy and on getting started on shared priority actions, such as developing training content on AI and climate as a shared Network resource, and integrating the competency framework into existing curricula.

Importantly, professional development opportunities for M&E professionals have matured over the last 25 years, with much credit going to donors supporting initiatives such as CLEAR, GEI, BetterEvaluation, 3ie, and professional associations, among others. With this maturity comes a broader set of actors providing M&E capacity-building products and services. As such, a core emphasis of the planning for the 2027 Network-wide training strategy involves diversifying its offer and target groups. This planning could include such things as the content development of topics that are un- or under-addressed (for example, a series of linked courses and network building for government leaders and M&E technical staff on M&E planning and assessments of national or sectoral strategies as well as specialized topics such as climate and AI). On targeting, ideas developing are around specialized training, toolkits, and network programs for existing and emerging government leaders with M&E functions: how they build M&E systems, how to staff up functions, how to develop M&E policies, how to commission evaluations, how to do outcome budgeting, and how to influence policy makers.

A core emphasis of the planning for the 2027 Network-wide training strategy involves diversifying its offer and target groups

2.2 IPDET

The 2025 IPDET program was delivered in a context of strategic transition, financial constraint, and geographic expansion. New leadership and staff changes coincided with a strategic reset, IPDET 3.0, which repositions the program as a center of excellence in training and professional development rather than a provider of standalone courses, distinguishing an established global training pathway from an emerging network-of-excellence pathway linking IPDET's curriculum and standards to CLEAR centers and GEI country programs.

Reduced grant income shaped what was deliverable and where. For the first time, the Bern On-Site Program ran without scholarships, with scholarship capacity directed instead to Nairobi to support regional access; the smaller Bern cohort reflects this deliberate allocation rather than falling demand. IPDET responded by pricing self-payment tuition to partially offset the shortfall and securing contracts with the Islamic Development Bank (IsDB), the Evaluation Cooperation Group (ECG), and the Ford and Rockefeller Foundations. Even so, the program expanded its footprint, strengthened Global Outreach, and delivered a set of highly rated, professionally relevant training.

Nairobi demonstrated the value of the network approach, combining IPDET's curriculum and brand with CLEAR-AA's regional networks, instructors, and case material. Participants rated quality and relevance highly, with the strongest gains in applied skills, and consultation with the host-country





Photos: IPDET

Ministry of Economic Planning lent the course legitimacy. An after-action review concluded the pilot met its objectives of expanded reach and contextual tailoring while maintaining quality. High travel and venue costs mean such deliveries will likely continue to require supplemental funding of the sort the Mastercard Foundation provided.

The institutional programs show the offer shifting from generic training toward embedded capacity development. The 2026 IsDB delivery in Dakar, co-facilitated with CLEAR-FA, was built around a single mandate—equipping Operations Team Leaders to produce Project Completion Reports with an evaluative lens—and concluded that evaluation capability is an operational performance issue rather than the preserve of an independent evaluation department. The ECG Academy, piloted in Bern in January 2026, tested a blended e-learning and practice-based model, leveraging IPDET's distinctive platform for bringing together a cohort of participants for learning, deliberation, and experience sharing.

The year moved IPDET from a single flagship course toward a differentiated portfolio with distinct audiences and revenue models. The questions now are ones of positioning rather than volume: clarifying the network pathway so it complements rather than duplicates CLEAR-center capabilities, moving toward partnerships selected for thematic importance and financial sustainability, and building the thought-leadership function on standards and competencies.

2.3 ENAP

ENAP occupies a specific position in the Network: there is currently no CLEAR center working in the MENA region, and ENAP's Arabic- and French-language training programs are the Network's principal means of reaching practitioners and public officials in the Arab region. This work especially benefits the overall GEI program in reaching Arabic-speaking target groups, in the absence of a MENA CLEAR center, while partnering with the CLEAR-FA and CLEAR-AA centers in certain programs in Africa. Key achievements included enhancing the Taqyeem online platform, delivering high-quality regional and international training programs that reached professionals from more than 20 countries, and fostering dialogue on emerging issues such as the use of AI in evaluation.

A contracted firm helped ENAP enhance the Taqyeem website, including a training calendar and registration functionality, news and events content, access to reference documents, videos, and external resources, information on previous cohorts and achievements, and improvements to the site's information architecture, user journeys, front-end design, and Drupal content-management system.

In Marrakech, Morocco, ENAP delivered a 10-day regional Programme international de formation en évaluation du développement (PIFED). Three ENAP experts facilitated the training with logistical support from an ENAP technical team. The program trained 36 professionals from 12 African countries. Participants included public officials, academics, independent consultants, and professionals from regional and international organizations.

As part of the African School of Evaluation in Ghana, ENAP also delivered the specialized course "Mixed Methods in Action: The Quantitative and Qualitative Essentials for the Field Evaluator." The practical training covered data-collection strategies, interview guides and questionnaires, field data collection, and qualitative and quantitative analysis. It trained 25 M&E practitioners and emerging evaluators from 12 Francophone or bilingual African countries.

In FY26, ENAP delivered the 12th cohort of Taqyeem in Tunis from April 20 to May 1, 2026. The two-week in-person program trained 22 public-sector professionals from Algeria, Libya, Mauritania, Morocco, and Tunisia. Participants represented ministries, audit institutions, public policy and planning organizations, and other public bodies involved in evaluation and evidence-informed decision-making.

As part of Glocal Evaluation Week 2026, ENAP organized the international online panel "From Pilot to Institution: International Online Panel Explores How AI Can Strengthen Evaluation Systems." The panel included perspectives from the Islamic Development Bank, Egypt's Information and Decision Support Center (IDSC), the Arab Organization of Supreme Audit Institutions (ARABOSAI), and ENAP. Discussions addressed the use of AI in data analysis, knowledge management, organizational learning, and evidence-informed decision-making, alongside governance frameworks, oversight, ethical safeguards, and the continuing role of human judgment. The event was attended by 86 participants.



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3 Catalyzing Selective and Sustained Country-Level Engagements through the CLEAR Centers

Strengthening a national M&E system is institutional reform rather than a technical fix. It advances through legislation, mandates, budget lines, and the working norms of ministries. Progress is frequently non-linear, intermittent, and dependent on political conditions and individual champions. What the CLEAR centers bring to this is regional credibility, relationships of trust with their institutional counterparts, and sustained presence, which allows them to be useful when a window of opportunity opens.

What the Global Team adds is the connective layer: the diagnostic instruments that give each engagement an evidence-informed starting point, quality assurance and, in some cases, joint work on technical accompaniment and outputs, and the knowledge-sharing pathways through which implementing partners' experience and insights are shared with each other and with the broader community.

3.1 Updated Country-Level Engagement Selection Process

As part of the implementation of the GEI 2.0 Strategy (FY26–30) and the restructuring of GEI country grants, the GEI Global Team and the CLEAR centers introduced an Expression of Interest (EOI) process as the primary mechanism for identifying and selecting country programs. The EOI was designed not simply as a country selection tool, but as a strategic instrument to generate government demand for using GEI resources to achieve systemic and sustained improvements in national M&E systems and evidence use. By asking governments and CLEAR centers to articulate reform priorities, institutional challenges, and expected outcomes, the process encouraged countries to move beyond requests for isolated training or technical assistance and instead identify the institutional gaps and governance challenges that require a multiyear engagement.

The EOI process was also a central mechanism for operationalizing the GEI 2.0 focus on strengthening governance and public institutions. Applications were assessed against criteria including strategic alignment with GEI and national priorities, government demand and readiness, potential for systemic change, prospects for long-term engagement, opportunities for learning and knowledge generation, and the strength of implementation partnerships. Governments were encouraged to demonstrate ownership, identify institutional champions, and show how proposed activities would contribute to broader governance, accountability, and evidence-use reforms. This allowed the Network to direct its support toward engagements where institutional conditions were most favorable and M&E systems strengthening efforts were likely to be sustained beyond individual activities. This represents general good practice but is especially important when the fiscal space is contracting because it mitigates the risk of resources and effort being invested in places where it is unlikely to make a difference. Based on the EOI results, the GEI Global Team updated its country program portfolio and aligned grant allocations and commitments across CLEAR centers for the FY26–30 period.

Perhaps counterintuitively, prioritizing engagements is not the same as reducing the number of countries in which partners work, and the portfolio has largely been held intact despite declining MDTF funding. Advancing M&E systems reform depends in many ways on continuity; opportunities may open and close unpredictably: counterparts move, political priorities shift, and reform windows appear at short notice, so a broader portfolio preserves the ability to work wherever conditions turn favorable in a given year. What has changed largely relates to the nature and intensity of support in each. Implementing partners have concentrated resources where windows are open and maintained a lighter presence elsewhere, delivered more support remotely, convened multiple counterparts together rather than individually, and in some cases drawn on revenue from other work, such as training delivered to other clients, to sustain M&E systems strengthening work.

The Expression of Interest process was designed not simply as a country selection tool, but as a strategic instrument to generate government demand for using GEI resources to achieve systemic and sustained improvements in national M&E systems and evidence use.

3.2 Progress of Country-Level Engagements, by Country

Across the GEI portfolio, the most significant outcomes were not the production of specific tools, diagnostics, guidelines, policies, or training events in themselves. Rather, these outputs served as entry points for broader institutional change. The examples below are selected to illustrate this pattern (see Annex 2 for a summary of all GEI country programs): when diagnostics were followed by sustained technical support, and where technical work was accompanied by consultation and political engagement, countries are more likely to adopt reforms, strengthen ownership, and institutionalize evidence use.

In **Benin**, CLEAR-FA's engagement strengthened the resilience and inclusiveness of the National Evaluation System (NES) and enhanced the capacity of the coordination unit to coordinate country-led evaluations amid ongoing administrative and political reforms. In the process of updating and scaling up the national Management Performance Assessment Tool (MPAT), the Center supported the dissemination of the findings of the assessment of the tool which was implemented across four ministries and four municipalities during the pilot phase. Public institutions thus gained a clearer understanding of performance management challenges and the tools available to address them. To enhance the capacity of the Directorate-General for Evaluation and the Observatory of Social Change (DGEOCS) for the coordination of an increased number of country-led evaluations, the Center trained the government M&E focal points on theory of change. More than 200 participants were also engaged in shaping evidence-informed decision-making across government through CLEAR-FA's support for the seventh Beninese Evaluation Days.

BOX 4. Diagnostic Tools: MESA and INCE

The Monitoring and Evaluation Systems Analysis (MESA) and the National Evaluation Capacities Index (INCE) give the Network a common language for assessing national and institutional M&E capacity. MESA examines how a government or institution's M&E system works in practice and produces an action plan; INCE measures national evaluation capacity against a set of standard dimensions, producing a user-friendly spider diagram. Both are applied by implementing partners.

In the reporting period, MESA was applied at federal level in Nigeria by CLEAR-AA and, separately, piloted as an institutional self-assessment with the Banco Nacional de Desenvolvimento Econômico e Social (BNDES) in Brazil and Banco Provincia de Buenos Aires in Argentina. In the Caribbean, CLEAR-LAC reviewed Trinidad and Tobago's MESA and action plan and developed system-strengthening plans for Jamaica and Saint Lucia with the Caribbean Development Bank.

INCE exercises were completed in Chile and Paraguay, while in Colombia an INCE workshop with the National Planning Department and other actors fed directly into a 2025–26 M&E system strengthening roadmap. Guatemala supported Paraguay in preparing its own INCE workshop, an example of direct South-South exchange between countries.

The Government of Mongolia, after completing an INCE exercise, approached GEI through the Mongolian Evaluation Association and requested a MESA to better understand the gaps in its M&E system.

At the local level, two municipalities, Glazoué and Parakou, established governance arrangements for local M&E systems and reporting and made an important step toward institutionalizing evidence use through the rollout of their Integrated Digital Monitoring and Evaluation System (SIDSE), supported by CLEAR-FA with funding from the Ford Foundation and in partnership with Le Baromètre Institute. Local government officials were also trained in evidence-informed decision-making to equip them to be effective and repeat users of the digital monitoring tools.

In **Côte d'Ivoire**, CLEAR-FA's support aimed at completing the building blocks of the NES, following the *National Evaluation Law*, the repertoire of public policies, and the national evaluation policy. The Center thus finalized the National Guide for Public Policy Evaluation through a combination of technical assistance and institutional engagement. While the guide itself is an important output, the broader significance lies in establishing common standards and methodologies for evaluation across public institutions. With the support of the Agence Française de Développement (AFD), the Center also helped the Ministry of Economy, Planning, and Development establish a community of practice.

In **Uganda**, CLEAR-AA linked policy advisory support with participatory consultation processes to advance a revised National M&E Policy and a National Evaluation Plan. This work helped clarify institutional roles, strengthen governance arrangements, and create a framework for more systematic use of evidence in public decision-making.

In **Nigeria**, CLEAR-AA combined diagnostics, technical assistance, and stakeholder engagement to support federal efforts to strengthen the country's monitoring and evaluation system. The engagement began with the completion of a Federal MESA and a Federal Issues Note, which provided a comprehensive assessment of strengths, gaps, and institutional challenges. Building on these findings, CLEAR-AA worked closely with federal stakeholders to co-create and validate an M&E Capacity Strengthening Strategy. The engagement helped build consensus around priority reforms and translated assessment findings into a practical roadmap for action.

In **Eswatini**, CLEAR-AA supported the review and validation of the National M&E Policy through a process that combined technical guidance, stakeholder consultations, and co-creation workshops. The engagement created alignment among government institutions around a shared vision for M&E strengthening while also reinforcing national ownership of the reform process.

In the **Dominican Republic**, CLEAR-LAC provided technical assistance to define the objectives and methodology of a newly launched national evaluation community of practice. Increasing interest in public policy MEL contributed to creating partnerships with the World Food Programme (WFP) to support M&E capacity building for the national Supérate social protection program.

Under ReDeCA in **Ecuador**, CLEAR-LAC piloted the M&E system diagnostic tool for development banks and began an in-depth application with FONPLATA (formerly Río de la Plata Basin Financial Development Fund), working toward a plan to strengthen the bank's evaluation system.

In **Guatemala**, CLEAR-LAC provided one of the strongest examples of this integrated approach, building on work initiated and led by the Office of Evaluation and Oversight (OVE) of the Inter-American Development Bank (IDB), which subsequently engaged CLEAR-LAC to carry it forward. The engagement began with advisory support to strengthen the regulatory framework of the national monitoring and evaluation system (SINSE). This technical assistance produced four guidelines and a strategy for SINSE institutionalization. At the same time, CLEAR-LAC and partners facilitated communities of practice, organized multiple editions of the Hablemos de Evaluación series, including a dedicated session on M&E AI, and worked closely with national stakeholders, including the Planning and Programming Secretariat of the Presidency of Guatemala (SEGEPLAN) and the OVE-IDB to strengthen awareness about the M&E policy agenda. This work resulted in the country's INCE score for multi-agent spaces to rise from 3.05 to 4.17 (out of 10) between 2023 and 2026, with a governmental agreement pending to consolidate the system's legal framework. High-level dialogue contributed to presidential endorsement of SINSE and to progress toward its formal institutionalization, giving the system a clearer mandate and wider stakeholder ownership. The institutional outcome was significant: evaluation moved from being a technical function to becoming part of the national governance agenda. Guatemala's experience

subsequently became a resource for peer learning, informing exchanges with Paraguay and other countries pursuing similar reforms.

Across **Trinidad and Tobago, Jamaica, and Saint Lucia**, CLEAR-LAC collaborated with the Caribbean Development Bank (CDB) to implement a regional engagement that integrated diagnostics, technical assistance, peer learning, and convening. The regional learning activities, including a Glocal panel and presentations to senior government leaders such as Jamaica's Permanent Secretaries Board, created opportunities for peer exchange and political engagement. Its first results-based management (RBM) course in the Caribbean earned strong participant valuation.

In **Uzbekistan**, the presidential strategic planning decree on M&E was officially approved in December 2025. CLEAR-PCA's contribution moved beyond influencing discussions and resulted in a concrete policy outcome. Government institutions and ministries are now implementing the decree.

In **Tajikistan**, CLEAR-PCA's engagement with JICA and national evaluation stakeholders resulted in the country's first M&E Forum, creating a platform for peer learning, knowledge exchange, and stronger collaboration among evaluation actors. The initiative emerged from relationships established through participation in an M&E Bootcamp in Mongolia, organized by the Mongolian Evaluation Association and DEval, demonstrating how partnerships and regional networks can create new entry points for GEI engagements.

In **India**, CLEAR-SA worked with the Ministry of Rural Development, providing advisory support for the national rollout of the Samaveshi Aajeevika Yojana, a social protection and livelihoods program for vulnerable rural women across 11 states. The engagement focused on strengthening the capacity of implementing agencies, civil society partners, and evaluators to conduct process monitoring, assess implementation fidelity, identify operational challenges, and generate evidence for decision-makers. At the national level, CLEAR-SA deepened its partnership with the Development Monitoring and Evaluation Office (DMEO) through specialized training on survey analysis and advanced analytics, while also collaborating on administrative data toolkits and knowledge resources to improve the use of government data for evidence-informed policy making. At the state level, CLEAR-SA supported the Government of Tamil Nadu with a training on measurement, survey design, qualitative analysis, and impact evaluation methods, and by developing evaluation process guides, templates, and management tools that strengthened how evaluations are commissioned and managed across government. These efforts were complemented by training the Indian Economic Service officers in M&E and presentations at the National Conference on Monitoring, Evaluation and Learning. Through its engagement with Karmayogi Bharat, CLEAR-SA has expanded its national-level partnerships, with CLEAR's Integrated Government Online Training (iGOT) course reaching around 160,000 completions among government officials.



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4

Building Strategic Partnerships That Leverage GEI's Unique Position within the World Bank Group

GEI's partnership work in FY26 pursued two related objectives: extending the reach and durability of the Network through relationships with organizations whose mandates complement GEI's; and establishing GEI's position within the World Bank Group (WBG) as a technical resource and partner for M&E systems strengthening and evaluation capacity development (ECD), along with other GEI donor partner agencies where there would be technical synergies and interest. Progress during this period was concentrated on building relationships and testing partnership modalities.

Some of this work translated into joint delivery, while much of it remains exploratory. This is consistent with the Strategy's expectation that outcomes under this focus area, particularly those concerning financing, would be realized later in GEI's second phase. GEI's convening platforms have also supported this work. Glocal Evaluation Week, for instance, drew participation spanning multilateral development banks, UN agencies, philanthropic foundations, and national governments.

Beyond these platforms, GEI, through IEG, contributes through ongoing relationships with the evaluation networks of the UN system, bilateral donors, and multilateral development banks (UNEG, EvalNet, and ECG), with global and regional professional evaluation associations, and with other ECD providers such as Eval4Action (UNFPA), AfDB, UNICEF, and others. These relationships form a standing channel for coordination and joint work across the evaluation capacity development field.

4.1 Relationships with WBG Technical and Corporate Teams and GEI Donor-Supported Affiliates

The period's most concrete engagement involved collaboration with the WBG's Outcomes Department on a training initiative for Project Implementation Units (PIUs) of World Bank-financed operations (PIUneer). PIUs are typically integrated in national government ministries. With facilitation support from the GEI Global Team, CLEAR-LAC, CLEAR-PCA, and CLEAR-AA supported the preparation, coordination, materials development, and delivery of PIUneer training in several countries. CLEAR-LAC also participated in WBG community-of-practice webinars on innovations in M&E for regional PIUs and their government counterparts.

GEI also initiated a collaboration with the World Bank's STATCAP, which produced a jointly developed concept note setting out options for coordinating the development of a standardized M&E systems metric. The Statistical Development and Partnership Team of the WBG's Development Data Group manages STATCAP. The intent is to apply a methodological approach and data-generating mechanism aligned with the Statistical Performance Indicators (SPI). The relationship is of particular interest because STATCAP's institutional entry point, national statistical offices, is complementary to GEI's engagement with apex government institutions responsible for national M&E and evaluation. This work also advances Line of Action 1.4 of the Strategy and will continue into FY27.

A further set of engagements is at an earlier stage. For example (and within the WBG) GEI has:

- opened exploratory conversations with the WBG's Knowledge Department related to the WBG Academy on how GEI's and the CLEAR centers' technical expertise and training offerings might be positioned within the Bank's Knowledge Bank agenda;
- stepped up engagement with Bank country offices, starting with India, to better align GEI's and CLEAR-SA's work with that of World Bank operations;
- pursued discussions with other trust funds (for example, the Global Partnership for Education) to explore potential complementarity among their needs for technical support, the CLEAR centers' regional presence and expertise, and GEI's mission.

To pursue this line of action systematically, GEI has developed a draft internal visibility and engagement strategy aimed at strengthening the initiative's profile, reach, and recognition among WBG operational units.

Beyond these efforts with technical and corporate teams in the WBG, the GEI Global Team is interested in using the Partnership Council (PC) meeting to explore where there might be growth or collaboration opportunities with other partners that PC members support or would see as mutually beneficial to overall ECD efforts.

GEI initiated a collaboration with the World Bank's Statistical Capacity Building Program (STATCAP), which produced a jointly developed concept note setting out options for coordinating the development of a standardized M&E systems metric.

4.2 Positioning GEI within World Bank Operations

The main development this year was technical cross-support provided to the Governance Global Practice on integrating an M&E systems strengthening lens, including M&E system diagnostics, into Bank operational work. This collaboration centered on the application of GEI's Monitoring and Evaluation Systems Analysis (MESA) framework as part of a broader World Bank engagement with Saudi Arabia's Strategic Management Office (SMO). As Saudi Arabia's Vision 2030 enters its final phase, the World Bank joined forces with the SMO to conduct a cross-sectoral assessment evaluating whether the country's development trajectory is effectively positioning it to meet the Vision's ambitious targets. Within this initiative, the Governance team carried out a rapid assessment of Saudi Arabia's national M&E system, applying the MESA framework to examine how the M&E ecosystem has contributed to Vision 2030's progress and to identify areas requiring further refinement. GEI provided peer review and advisory support for this assignment. Though ultimately not reimbursable due to internal accounting changes, the experience nonetheless demonstrated operational demand for GEI technical assistance.

In FY27, GEI's internal WBG visibility strategy will be aligned with its broader fundraising strategy so that efforts to raise GEI's profile within the Bank and efforts to secure financing are pursued as a single, mutually reinforcing agenda.

GEI's implementing partners are also finding ways to work more closely with World Bank country offices. CLEAR-SA and the World Bank's India office have formed a working group to support evaluation capacity development at the national level as well as at the state level in Tamil Nadu, holding quarterly meetings to align their respective work programs and reinforce partnerships on the ground. These emerging collaborations reflect GEI 2.0's strategic shift toward embedding GEI's Network more deeply within the Bank's country-level operations.



Photo: World Bank Group (on Flickr)

GEI Cross-Cutting Themes

Climate and gender have been ongoing GEI cross-cutting themes and AI was newly added during FY26 as part of the GEI 2.0 strategy. As thematic areas, these are not standalone workstreams but rather embedded lenses across all three pillars of the program's architecture, shaping how GEI's convening, brokering, knowledge production, training programs, and country-level engagements are carried out. Gender remains, by volume, the most consistently applied lens across the portfolio. In FY26, the integration of these themes was reflected in the portfolio data, with 42 activities with a gender focus, 34 focusing on AI, and 24 activities focusing on climate. The examples below illustrate how these priorities were operationalized in practice across regions and activity types.

5.1 Climate Change and Environmental Sustainability

Climate change and environmental sustainability are increasingly central to the effectiveness of development policies and investments, making the ability of countries to generate, use, and learn from evidence on climate action an important component of strong national M&E systems. Integrating climate considerations into MEL is therefore not only about tracking climate-specific results; it is also about strengthening the quality of decision-making, supporting adaptive management in a rapidly changing context, and enabling governments and development partners to understand what is working, for whom, and under what conditions. Demand from countries and partners has grown accordingly, and GEI's work has aimed to build climate-responsive MEL into national evidence systems rather than as a parallel or standalone function.

Across the Network, climate-related topics were increasingly integrated into evaluation training, professional development, and knowledge products. IPDET delivered specialized workshops on the evaluation of climate change and development, while BetterEvaluation expanded access to climate-related learning resources on Footprint Evaluation and knowledge materials developed by the GEF-IEO.

GEI also played an important convening and knowledge-brokering role on climate and environment-related issues. During Glocal Evaluation Week and other regional events, partners facilitated dialogue on climate resilience, environmental sustainability, and the use of evidence to inform climate policy. Examples include discussions on evaluating climate and energy policies and multiple knowledge-sharing events highlighting environmental evaluation methods and climate action monitoring.

Photo: Pexels



In FY26, 24 GEI activities were related to climate change, 12 of which pertained to knowledge and communications. The GEI publication of *Evidence for Climate Action: Emerging insights for strengthening climate M&E* was an important milestone. This was a response to increasing demand from partner countries for practical guidance, examples, and learning resources on evaluating climate-related interventions and strengthening climate monitoring, evaluation, and learning systems. This publication brings together emerging lessons and approaches for strengthening the use of evidence in climate policy and investment decisions, and positions climate-responsive MEL systems as a critical enabler of effective climate action. It makes the case for integrating adaptation, mitigation, and biodiversity conservation within a single M&E approach, on the grounds that human and natural systems are closely linked and should be monitored jointly.

Building on this work, the GEI Global Team published a blog for COP30 entitled "Why Strengthening Climate M&E Systems Should Be at the Heart of COP30." The blog highlights the importance of robust national M&E systems for tracking climate commitments, generating evidence for decision-making, and supporting accountability in climate finance and adaptation efforts. A companion piece covered the Belém Adaptation Indicators adopted at the summit.

In parallel, the Global Team and CLEAR-LAB continued their collaboration with the Climate Investment Funds (CIF) to disseminate lessons emerging from the CIF Observer Evaluation Capacity Development Program. The GEI Global Team, CLEAR-LAB, and CIF jointly organized knowledge-sharing and dissemination activities to share findings with climate finance practitioners, governments, civil society organizations, Indigenous Peoples' organizations, and development partners. The focus was on lessons from just transition in renewable energy, Indigenous Peoples' grant mechanisms, stakeholder engagement in energy transitions, women's access to climate finance, and private sector participation in climate funds. The activities also demonstrated the value of observer-led evaluation as an approach for strengthening accountability, learning, and stakeholder engagement within climate finance mechanisms.

GEI also advanced efforts to build climate evaluation capacity through learning and professional development initiatives. Preparatory work began on the first Climate MEL Systems Academy, developed through a collaborative effort among the GEI Global Team, IPDET, the Rockefeller Foundation, and climate funds. The academy consists of a dedicated learning platform to strengthen the capacity of evaluators, public officials, project teams, and institutions responsible for climate portfolios in designing, implementing, and using climate MEL systems.

Climate MEL was also the subject of global learning events and network activities. IPDET organized an event at Glocal to discuss the pilot Climate MEL Systems Academy and to facilitate a broader conversation on the growing importance of climate MEL and adaptive management. In addition, CLEAR-LAC and the OVE-IDB convened a ReDeCA Café focused on evaluation and financing for climate-related investments, creating a platform for exchange among evaluators, policy makers, and development practitioners.

5.2 Gender and Inclusion



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Gender and inclusion were addressed across training, knowledge production, and country support in FY26, and through a dedicated initiative on feminist evaluation methods. CLEAR-LAC, in partnership with UN Women, delivered a 10-session course on M&E with a gender lens for more than 30 public officials. In Pakistan, CLEAR-PCA published a blog to disseminate findings from its "Evaluative Evidence for Gender Policy" initiative implemented earlier, to show how combining training, knowledge products, and case studies improves understanding and use of gender-sensitive evaluation methods among government and non-government stakeholders. CLEAR-AA advanced work on equitable evaluation through research publications and initiatives such as the "Women in Motion" project. In India, CLEAR-SA helped grassroots organizations addressing gender-based violence move beyond tracking activities and reach toward measuring changes in behavior, social norms, women's safety and agency, and institutional responses.

An important contribution came through the Feminist Innovation in Monitoring and Evaluation (FIME) project. FIME supported a portfolio of awardees to develop, test, and apply innovative feminist evaluation approaches, expanding practical tools and methodologies that challenge traditional evaluation paradigms and elevate underrepresented perspectives. The project also served as a platform for learning and knowledge exchange, highlighting emerging practices and lessons through global events, including activities marking International Women's Day. By supporting experimentation and innovation, FIME helped position feminist evaluation as an important avenue for making evaluation more inclusive, equitable, and responsive to the experiences of marginalized groups.

Six gender-transformative evaluation tools—developed by FIME young award recipients from Ecuador, Bangladesh, Tanzania, Kyrgyzstan, and two from India—were featured in a dedicated webinar co-organized with EvalGender+ and Global Affairs Canada and subsequently published on BetterEvaluation. An International Women's Day 2026 article amplified the awardees' work further.

In addition, CLEAR-LAC developed a Gender Lens M&E course for public officials. CLEAR-LAB organized and moderated a special session on gender and public policies at the 47th Meeting of the Brazilian Econometric Society, bringing an evaluation and evidence-use perspective to gender economics research. CLEAR-AA conducted "Women in Motion" research examining women's experiences in South Africa's transport sector, linking gender analysis to a specific sectoral evaluation context. Finally, the Uganda National Evaluation Plan incorporated gender as a cross-cutting priority for the country's evaluation agenda.

5.3 Artificial Intelligence and Digital Innovation

Artificial intelligence and digitalization are increasingly shaping both what development programs do and how evidence about them is generated, analyzed, and used, making the ability of countries to engage with these changes deliberately an important component of strong national M&E systems. Integrating AI and digitalization into MEL is therefore not simply about adopting new tools; it is also about safeguarding the credibility of evidence, adapting workflows and institutional arrangements, building the capabilities that responsible use requires, and maintaining the conditions under which decision-makers can continue to trust what evaluation tells them. GEI's engagement in this area responds to growing demand from countries and partners for guidance that starts from evaluative questions rather than from the technology itself, while helping position AI-related capacities as part of broader national evidence systems rather than as a parallel or standalone function.

AI was the theme around which much of the Network's convening and knowledge work was organized in FY26. Thirty-four activities across the portfolio were tagged to it, 31 of them under knowledge and communications. Glocal 2026 ran on the theme of "Evaluation, Evidence, and Trust in the Age of AI."

CLEAR-LAC's session in Guatemala on AI and evaluation drew 170 participants. CLEAR-SA's panel on AI across the evaluation lifecycle drew 133, with speakers from UNICEF, WFP, the Asian Development Bank, and the Abdul Latif Jameel Poverty Action Lab (J-PAL).

ENAP's panel on moving AI from pilot to institution brought together the Islamic Development Bank, Egypt's IDSC, and ARABOSAI. CLEAR-AA convened four sessions on trust, governance, and whose evidence counts in an AI-mediated field.

Photo: Shutterstock



CLEAR-FA tackled the issue at the regional level, with the support of AFD and West African Development Bank (BOAD). It trained 29 participants from 12 countries and set up a regional community of practice for knowledge exchange and advocacy. CLEAR-FA also took the question to parliament. Working with IDinsight, the African Development Bank (AfDB)'s Independent Development Evaluation (IDEV) function, the Côte d'Ivoire National Assembly, and UNICEF, it ran a workshop for close to 100 members of parliament, senators, and experts on the use of AI in public policy evaluation. The workshop centered on the rights of children, adolescents, and youth. Participants co-created a draft roadmap for integrating AI into parliamentary processes, covering governance arrangements, pilot projects, capacity building, and the legal and ethical frameworks needed to support them.

Alongside the debate on AI, GEI's Network is supporting the more immediate work of digitalization. In Benin, CLEAR-FA and Le Baromètre Institute built an Integrated Digital Monitoring and Evaluation System (SIDSE) for the municipality of Glazoué and trained 52 local officials, eight of them women, to use the system as a decision-support tool for municipal planning and budgeting.

Across Glocal launches, ReDeCA exchanges, and World Bank community-of-practice webinars, the conversation converged on the same set of questions: responsible use, governance, ethics, data foundations, bias, transparency, and the continuing importance of human judgment. BetterEvaluation brought that debate to a wider audience, with community contributors adding resources on AI in evaluation, eight new resource pages for GEI webinars and Glocal sessions, and original blog posts on AI adoption in evaluation.

AI is also reshaping how the Network's knowledge is consumed, not only what it is about. As Section 1.4 sets out, GEI's average search ranking improved sharply while click-through rates fell, and bot activity was found consistently throughout the year. The Network's content is increasingly being read through AI-generated summaries rather than via dedicated pages, which changes the meaning of "reach" and how it should be measured.
Finally, the GEI Global Team published a working paper titled Navigating AI and Digitalization in M&E setting out a three-lens conceptual framework on evidence needs, workflow, and capability, together with two blog posts examining what the AI conversation in M&E is missing and what AI has and has not changed in evaluation practice.

The paper provides a framework for a foundational AI training module to be developed in FY27 to guide decisions on whether, where, and how to incorporate AI into evaluative activities. Other GEI partners developed AI-related material and approaches. For example, CLEAR-SA developed teaching content on AI and data analysis and visualization, and CLEAR-LAC built a curriculum on design and evaluation using AI with synchronous, asynchronous, and in-person components.

6 Resource Mobilization and Hybrid Model

6.1 The Financing Picture

Contributions to the GEI MDTF have declined over recent years, in line with wider pressure on development assistance budgets. Bilateral funding fell from US$5.6 million in combined FY20–21 to US$1.7 million in FY26, a 70 percent decrease. Multilateral funding declined from US$0.75 million to US$0.13 million, an 83 percent decrease over the same period[4].

The effect of this is felt most directly in implementing partners' staffing. Substantially reduced grant sizes, now roughly one-half to two-thirds of the average grant size during the first phase, mean that implementing partners have to operate leaner, in some cases reducing core staff, and, in at least one case, a director working effectively pro bono for a period of time in order to be able to pay and retain key staff. Compounding this is the uncertainty partners face about the funding outlook, whether from the MDTF or from other sources, which makes it harder to plan internally and to plan with government counterparts on collaborative work on the M&E systems strengthening agenda. At the same time, the current geopolitical climate and shrinking fiscal space for development funding are shifting priorities away from M&E systems strengthening and evaluation capacity development, reducing an already small pool of funders and making it harder for CLEAR centers to find funding for ECD from other sources.

A key aspect of the CLEAR centers' value to governments and development partners alike is the continuity of their presence and connections: technical staff who have built relationships of trust with their counterparts, who understand the institutional context and history, and who are present when a reform window opens. Relationships of this kind can take years to establish and do not transfer readily between individuals.

This is a critical operational risk, and GEI has taken several measures to mitigate it. First, the GEI Global Team has increased the in-kind technical support it provides to implementing partners, both by members of the Global Team and through contracted consultants. Second, where feasible and consistent with WBG rules, specific cost items have been covered by the Bank Budget (that is, the WBG budget) rather than from the Trust Fund. Third, the Global Team has prioritized development of shared network assets in its own work program (for example, the GEI competency framework, adaptations of the MESA diagnostic, new training content on AI and climate to be developed in FY27, etc.) that implementing partners can adapt and apply directly in their own work with governments and other clients. Each of these directly reduces the costs the centers would otherwise incur to deliver their work program.

4 - Some of this decline in funding to the MDTF was offset by direct funding to implementing partners, for example, IDB previously contributed US$0.5 million to the MDTF but now provides that funding directly to CLEAR-LAB and CLEAR-LAC.

6.2 Fundraising for the MDTF

During the reporting period, GEI strengthened its fundraising efforts and engagement with existing and prospective financing partners as part of its broader commitment to long-term financial sustainability. The GEI Global Team refined its fundraising systems and opportunity tracking, reviewed GEI's medium-term financing requirements, and expanded engagement with WBG operational, country, and external affairs colleagues. These efforts aimed to increase GEI's institutional visibility, identify financing and partnership opportunities, and position M&E systems strengthening within wider development, governance, the new "Knowledge Bank" structure, and ODA-related discussions. Implementing partners also demonstrated the potential of hybrid financing by drawing on their institutional positioning, GEI investments, and association with WBG to attract complementary resources and build partnerships with governments, development banks, foundations, United Nations agencies, and other organizations. These experiences confirmed the importance of revenue diversification, cofinancing, and stronger business-development capabilities for the sustainability of the Network.

Building on these efforts and the agreements reached at the May 2026 Implementation Committee meeting, GEI developed an FY27 Resource Mobilization Implementation Plan to operationalize the financing priorities of GEI 2.0.

The plan is organized around three complementary financing tracks. MDTF core funding will remain the anchor, with an indicative annual replenishment objective of approximately US$3 million and an immediate emphasis on retaining, renewing, and expanding existing financing partnerships while selectively engaging new donors. Project-based and hybrid financing will mobilize complementary resources for thematic, geographic, and country-level priorities while supporting the organizational sustainability of implementing partners and preserving alignment with GEI 2.0. The third track will pursue WBG operational resources and identify feasible mechanisms through which WBG financing, partnerships, or in-kind support could fund GEI activities, reduce costs, or support implementing partners and country engagements directly.

Implementation will focus on five mutually reinforcing areas: sustained and decision-timed donor engagement; development of a clearer and adaptable GEI investment proposition; systematic donor intelligence; structured support for implementing partners' resource mobilization; and integration of contribution analysis into donor engagement and results communication. Contribution analysis will help GEI demonstrate credibly how its support contributes to institutional and system-level change without overstating attribution, responding directly to financing partners' demand for stronger evidence of impact and a clearer explanation of the Network's collective value.

Moving forward, the emphasis shifts to implementation of the resource-mobilization strategy, building on the leadership engagement already in place. This entails an operating model in which responsibilities for donor relationships are distributed across the team, with a more formalized central coordination function and clearer delineation of roles. The team has set up a user-friendly relational database application that will serve as the single record of donor relationships and opportunities, supported by regular pipeline and leadership reviews. GEI will also prepare account plans for current partners and priority prospects, map donor budget cycles and decision windows, and develop reusable investment materials, contribution cases, proposal templates, costings, and approved results claims. Together, these measures are intended to convert GEI's existing fundraising architecture into a disciplined, coordinated, and evidence-driven approach that protects core financing while diversifying the Network's future funding base.

Priority engagements for FY27 will focus on better systematizing relationships with existing MDTF partners, and simultaneously pursuing relationship building with prospective new donors as well as hybrid-financing modalities, including:

- Japan – World Bank Policy and Human Resources Development Fund (PHRD)
- Global Partnership for Education (GPE)
- Various stakeholders from China – China International Development Cooperation Agency (CIDCA), Lanzhou University, Asia Infrastructure Investment Bank (AIIB), New Development Bank (NDB)
- European partners for a Europe and Central Asia CLEAR center (including existing and prospective interested partners)
- European Commission – Directorate-General for International Partnerships (DG INTPA) and Directorate-General for Neighborhood and Enlargement Negotiations (DG NEAR).

Specifically, the FY27 resource-mobilization goals can be summarized as follows:

- Secure multiyear commitments from new and existing partners;
- Provide structured support so that implementing partners can attract complementary resources through an organizational development program looking at markets, cost-recovery, pricing structure, proposal preparation, etc.
- Productize the GEI offer across the Network to increase "sellability" of GEI services, especially given new areas like AI, climate, impact investing, etc.

6.3 A Catalytic Hybrid Funding Model and Crowding In

A central premise of GEI's model is that core funding is catalytic. It sustains the implementing partners' presence, standing, and relationships, structured around a targeted work program, which in turn allows them to attract further resources toward the same mission, for the CLEAR centers, often in the same countries and with the same institutions. Several centers drew on GEI investments to mobilize additional resources from development banks, philanthropic foundations, UN agencies, governments, universities, and fee-based service partnerships. This diversification reduced reliance on a single funding source while enabling centers to expand their portfolios, respond to country demand, and increase the scale of their support to national M&E systems. This type of crowding in represents a significant return on investment (ROI) for GEI and its donor group.

CLEAR-LAC provides a strong example of this transition. In addition to GEI-supported activities, the Center secured and implemented partnerships with the Caribbean Development Bank (CDB), UNICEF Chile, BHP Foundation, BHP Chile, Fundación Luksic, and OVE-IDB. These partnerships financed country support, regional M&E system-strengthening initiatives, specialized training, technical assistance, and knowledge products. UNICEF Chile provided direct financial contributions to support agreed M&E capacity-building activities, while CDB financed implementation of system-strengthening activities across Caribbean countries. In addition, it signed two MoUs with DEval—becoming the INCE implementing partner for Latin America and the Caribbean from September 1 and continuing EvalConnect activities in Ecuador and Colombia, with an emphasis on participatory approaches and gender inclusion.

CLEAR-FA implemented activities supported by the Ford Foundation, UNICEF, AfDB, the African Capacity Building Foundation, and national governments. These partnerships financed a wide range of activities, including strengthening local governance through evidence use, institutional reforms, evaluator capacity development, and knowledge-sharing initiatives.

CLEAR-SA expanded collaboration with government agencies, universities, J-PAL, ADB, and OECD, combining diagnostics, advisory services, customized training, and policy support. CLEAR-AA strengthened regional partnerships through initiatives such as IPDET Nairobi, delivered in partnership with CLEAR-AA and GEI, which trained 98 M&E professionals from 28 countries and expanded the Center's visibility and reach.

IPDET secured support from the Mastercard Foundation to conduct the Nairobi program and negotiated a fee-based program of support for the Islamic Development Bank and the ECG.

CLEAR-PCA signed an MoU with Pakistan's Punjab Skills Development Fund, which serves as the provincial entry point into a formal M&E system and lays a foundation for future institutional engagement.

Results like this matter because they represent a secondary effect of GEI: investments in the MDTF and the institutions and core programs of work they support can draw in additional funding and technical assistance toward M&E systems strengthening beyond what donors contribute directly. The GEI Global Team contributes to this effect by brokering connections between implementing partners and WBG units (e.g., ENAP for work in the Central African Republic; CLEAR-SA with the India Country Management Unit), helping identify opportunities for coordination or alignment and potentially opening avenues for further support. The contribution analysis work beginning in FY27 will explore the inclusion of crowding in as one of GEI's targeted outcomes, starting with the country-level engagements.

Despite these notable achievements, implementing partners continue to face significant challenges regarding the sustainability of their work programs. In particular, two specific issues stand out:

- The allocation of resources to implementing partners on a yearly basis leaves a margin of uncertainty that affects staff retention as well as their capacity to program activities over the medium term;

- Once distributed across implementing partners and across the portfolio of core countries, the amount of resources available to finance specific country (or subnational) programs is roughly US$50,000 per year. This covers both fixed costs (implementing partners' staff salaries) and variable costs.

The implementation of the hybrid model is partially offsetting some of the negative consequences of reduced GEI funding. To that effect, current efforts at conducting contribution analysis will incorporate an attempt to quantify the catalytic effect of GEI MDTF resources and provide a better picture of the multiplier effect of core funding. However, substantial sustainability challenges remain and require attention to ensure that the program overall can continue to deliver consistent results.

7

GEI Financials

7.1 Grants' Extensions and Additional Financing

All grants except CLEAR-LAB were restructured and their closing dates extended. The revised schedules generally extend planned disbursements through the end of FY30, except for IPDET and CLEAR-LAC. IPDET's closing date was extended only through June 30, 2028, because World Bank small grants are subject to a US$5 million cap and the grant cannot exceed that threshold. CLEAR-LAC has just been restructured with a closing date of August 31, 2028, so no further restructuring was needed.

CLEAR-LAB is currently undergoing an external audit, which is expected to be completed by December 2026. A new project will be designed thereafter, taking into consideration findings and recommendations from the external audit.

The table below illustrates the updated closing dates for recipient-executed grants with the additional financing provided:

Table 1: Revised Grant Closing Dates and Additional Financing.

GRANT	ADDITIONAL FINANCING FOR FY26–30 [5]	REVISED CLOSING DATES
CLEAR-AA	US$1,850,000	June 30, 2030
CLEAR-FA	US$1,550,000	June 30, 2030
CLEAR-LAB	US$0	Pending external audit; a new project will be designed following the audit
CLEAR-LAC	US$400,000	August 31, 2028
CLEAR-PCA	US$950,000	June 30, 2030
CLEAR-SA	US$1,650,000	June 30, 2030
ENAP	US$450,000	June 30, 2030
IPDET	US$1,600,000	June 30, 2028
TOTAL	US$**8,450,000**	

Source: World Bank Group Operations Portal

The table below illustrates the overall disbursements to implementing partners for FY22 to FY26.

Table 2: Summary of Disbursements to Implementing Partners.

GRANT	Grant disbursement schedule (in US$)					
	FY22	FY23	FY24	FY25	FY26	Total Disb. to date
IPDET	735,009	403,130	981,904	612,221	683,186	3,415,450
ENAP	124,942	125,024	–	–	131,544	381,510
CLEAR-AA	632,311	581,869	–	1,039,157	643,663	2,897,000
CLEAR-FA	–	264,633	540,472	470,296	460,978	1,736,380
CLEAR-LAB	253,202	538,404	643,025	559,751	633,811	2,628,193
CLEAR-PCA	–	144,120	299,964	191,463	143,880	779,427
CLEAR-SA	–	426,600	320,103	553,297	100,000	1,400,000
CLEAR-LAC	–	–	–	500,000	104,671	604,671
Total per FY	**1,745,464**	**2,483,780**	**2,785,469**	**3,926,185**	**2,901,733**	
Cumulative disbursed	**1,745,464**	**4,229,244**	**7,014,713**	**10,940,898**	**13,842,631**	

Source: World Bank Group Trust Fund Portal

Note: Values in US$, rounded to nearest integer; sum reflects original values. The CLEAR-FA row total and FY24 column total each differ by 1 from the sum of the displayed figures.

5 - Except IPDET and CLEAR-LAC, which currently have 2028 closing dates; preparation of the next grant will take place in FY27–28. Inclusive of FY27 commitments and projected additional financing contingent on donor contributions.

7.2 Grant Supervision Schedule and Implementation Status and Results Reports

All implementation support and supervision missions have been completed, and Implementation Status and Results Reports (ISRs) have been prepared for each grant. The ISRs document the current implementation progress and provide updated ratings for achievement of the Project Development Objective (PDO) and overall Implementation Progress (IP). Links to each ISR are accessible in Table 3.

Table 3: Recipient-Executed Trust Fund (RETF) Supervision.

GRANT	SUPERVISION MISSIONS (VIRTUAL)	IMPLEMENTATION STATUS AND RESULTS REPORTS
CLEAR-AA (P177221)	February 17, 2026	Link
CLEAR-FA (P178506)	February 18, 2026	Link
CLEAR-LAB (P177200)	February 25, 2026 (draft status)	-
CLEAR-LAC (P181560)	April 21, 2026	Link
CLEAR-PCA (P178041)	February 17, 2026	Link
CLEAR-SA (P177159)	March 6, 2026	Link
ENAP (P177237)	March 3, 2026	Link
IPDET (P176750)	March 11, 2026	Link

Source: World Bank Group Operations Portal

7.3 GEI MDTF Income and Expenditures

Donor contributions to the MDTF are directed principally to implementing partners through recipient-executed grants. Cumulative disbursement to partners reached US$13,842,631 by the end of FY26 and a further US$8.45 million was projected as the funding envelope through the end of FY30. Under the Administration Agreement the Bank deducts a fee when each grant is committed, currently 5 percent of the grant amount. As the funding envelope has contracted, activities originally financed from the Bank-executed portion of the Trust Fund—including Network coordination, BetterEvaluation, and Glocal Evaluation Week, among others—have progressively moved onto IEG's own budget. Though not a structural feature of the Fund's financing, this has kept a greater share of donor contributions available for country-level work and training programs through the implementing partners, and kept partner grants closer to planned levels than the decline in contributions would have otherwise allowed.

Table 4: GEI Income

* Expected Commitments

	FY21	FY22	FY23	FY24	FY25	FY26	FY27*	TOTAL
BILATERAL AGENCIES								
Germany	1,208,320	1,465,230	1,052,200	1,079,800	740,250	1,195,426	yes	6,741,226
Sweden	2,417,503	-	908,926	-	-	-	no	3,326,428
Netherlands	1,222,500	281,725	345,356	269,425	259,800	-	exploring	2,378,806
Switzerland	-	403,737	265,675	281,436	285,258	157,134	yes	1,393,240
Canada	190,506	-	361,520	370,233	353,657	-	exploring	1,275,916
Denmark	263,223	-	228,741	218,891	-	117,307	yes	828,162
Finland	305,925	-	-	-	187,092	231,780	yes	724,797
Portugal	-	11,292	-	-	20,989	-	no	32,281
France	-	-	-	-	110,215	41,262	yes	151,477
Total Bilateral	**5,607,977**	**2,161,984**	**3,162,418**	**2,219,786**	**1,957,260**	**1,742,908**		**16,852,333**
MULTILATERAL AND UN AGENCIES								
IDB	500,000	500,000	500,000	500,000	50,000	15,000	yes	2,065,000
UNDP	200,000	150,000	200,000	150,000	100,000	10,000	no	810,000
UNICEF	-	-	-	10,000	-	0	no	10,000
IFAD	50,000	300,000	40,000	40,000	50,000	100,000	yes	580,000
Total MDB & UN Agencies	**750,000**	**950,000**	**740,000**	**700,000**	**200,000**	**125,000**		**3,465,000**
WORLD BANK GROUP								
IEG	3,363,000	3,428,000	3,156,000	2,892,000	3,771,900	3,076,300	-	**19,687,200**
CIF					200,000		-	200,000

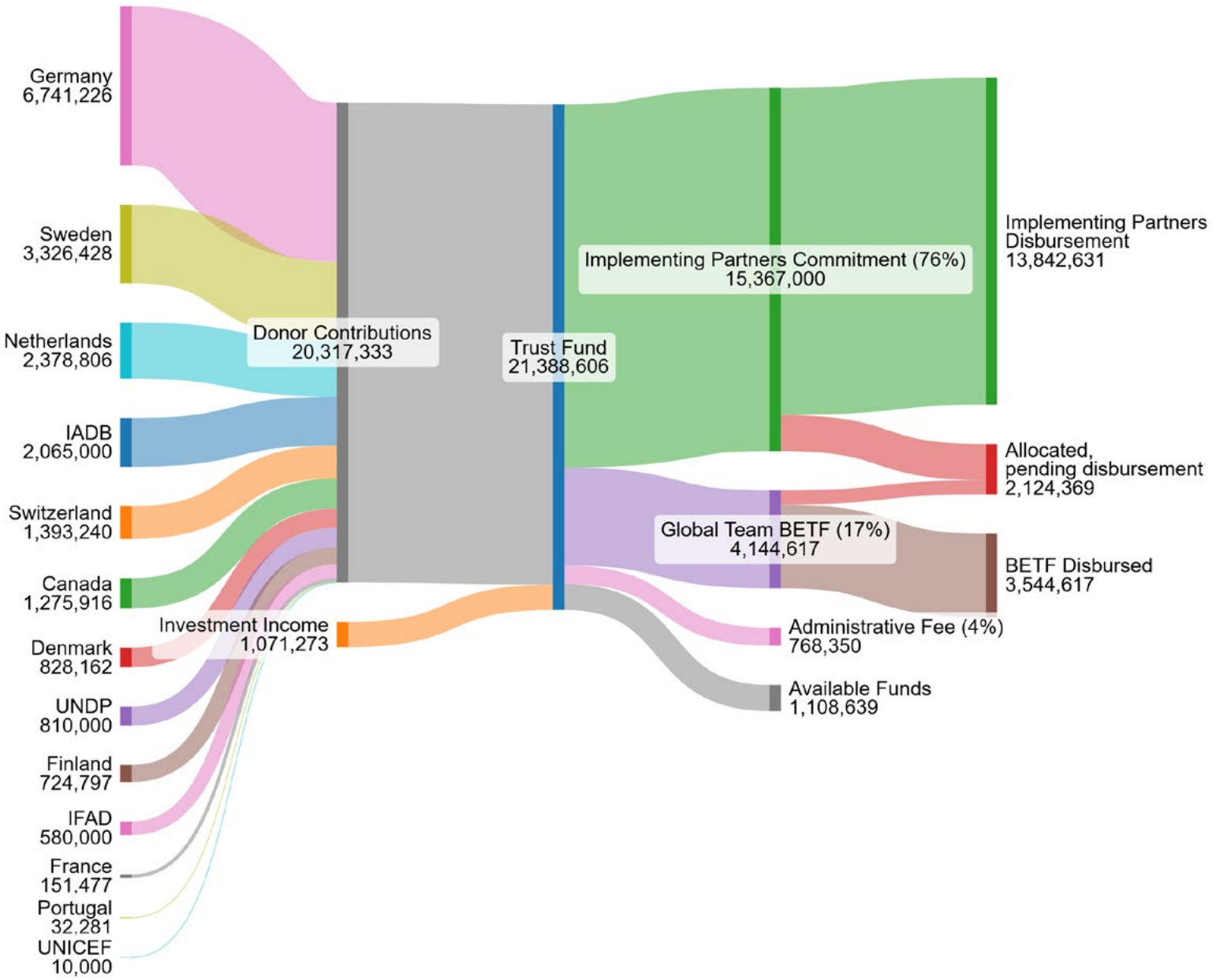
Source: World Bank Group Trust Fund Portal and internal SAP system.

Note: Values in US$, rounded to nearest integer; sum reflects original values.

Figure 2.

GEI Disbursement Summary

Note: Values in US$, rounded to nearest integer; sum reflects original values.



Source: World Bank Group Trust Fund Portal and internal SAP system.

Annexes

Annex 1: Follow-Up to Previous Partnership Council Decisions

Summary of Actions Taken to Address Partnership Council Decisions

Decisions	Actions taken
Integration of contribution analysis into GEI systems to be operationalized and reflected in the forthcoming work plan.	Implementation underway. Contribution analysis (CA) is part of GEI's FY27 work plan, including conducting CA for 2–3 country-level engagements; intent to repeat/scale beyond FY28.
Continued development of AI-related work, including practical frameworks and capacity-building activities, while ensuring responsible use and alignment with partner capabilities.	Development and delivery of training content on AI are ongoing throughout the GEI Network. One FY27 activity is to develop 1–2 Network-wide foundational modules on AI building on the GEI white paper.
Follow-up on improving access to evaluation evidence, including exploring linkages between platforms and external repositories.	BetterEvaluation redesign is underway as an FY27 activity, to include an accessible, task-oriented design, AI enhancements, and knowledge library that points users to external platforms and repositories.
Finalization and sharing of the updated list of country programs, including corrections and clarifications.	Completed; updated list of countries was shared with the Partnership Council directly after the May PC meeting.
Implementation of prioritized country programs using a sequenced approach (diagnostics → capacity building → system strengthening).	Implemented through the Expression of Interest approach.
Continued application of prioritization criteria due to demand exceeding available resources.	Completed through grant restructuring and allocation of resources via the additional financing mechanism.
Exploration of new regional CLEAR centers, with initial priority given to Europe and Central Asia, subject to funding availability.	In progress.
Continued engagement with WBG operational units and external initiatives (for example, statistical systems, education partnerships) to strengthen alignment and complementarities.	In progress. Key partnership development conversations underway with the Global Partnership for Education (GPE) and STATCAP.

Decisions	Actions taken
Further clarification and monitoring of interactions with initiatives such as PIU-focused training to ensure alignment with GEI's system-strengthening mandate.	The Project Implementation Unit (PIU) training pilot previously developed and implemented by GEI has been adopted and adapted by the WBG Outcomes Department.
Intensified outreach to new donors and partners, including bilateral agencies, global initiatives, and philanthropies.	In progress.
Ongoing support to implementing partners to strengthen their own fundraising pipelines, service offerings, and partnerships.	In progress.
Preparation of more detailed financial and results information for the next Partnership Council discussion.	Detailed financials presented in this Progress Report.
Organization of a field mission to CLEAR-AA, with invitations extended to Partnership Council members.	Partner visit and regional convening in Johannesburg hosted by CLEAR-AA took place from September 15–17, 2026.
Continued implementation of a multi-pronged resource mobilization strategy, including MDTF replenishment, project-based funding, and partnerships.	Revised strategy and action plan are being finalized.

Annex 2: GEI Summary of Country Programs

Country	Summary of activities, deliverables, and results
Benin	CLEAR-FA worked with the Directorate-General for Evaluation and the Observatory of Social Change (DGEOCS) to disseminate the MPAT diagnostic, train 36 public officials in theory of change, and support the 7th Beninese Evaluation Days. With the Ford Foundation and Le Baromètre Institute, it strengthened municipal M&E arrangements in Glazoué and Parakou, trained 52 local officials, introduced the SIDSE digital M&E platform, and developed an implementation plan.
Brazil	CLEAR-LAB supported federal, state, and municipal institutions on several fronts. With the Espírito Santo State Court of Accounts (TCE-ES), it supported the development of a system to monitor social policies in 78 municipalities, mentored officials through two state policy evaluations, trained 30 municipal representatives, and supported three municipalities to co-create M&E systems following MESA diagnostics. The partnership continued under a new agreement in 2026. It developed a management index for the CadÚnico social registry with São Paulo's State Secretariat of Social Development, conducted implementation and impact evaluations of two literacy programs, PARC and Educar pra Valer (EpV), with the Lemann Foundation, completed executive (rapid) evaluations of state food-security programs in Piauí and Rio Grande do Norte, with theories of change validated with the responsible secretariats, and launched a free 30-hour online course on executive evaluation that passed 1,000 enrollments by the end of the fiscal year. With Instituto Unibanco, it delivered ten workshops on evaluation system design for the Jovem de Futuro program, resulting in a consolidated proposal for an institutionalized evaluation system.
Burundi	CLEAR-FA partnered with UNICEF Burundi to train 27 evaluation professionals in the active, safe, ethical, and meaningful participation of children, adolescents, and young people in evaluation and research. The training strengthened national practitioners' ability to design, commission, and facilitate more inclusive youth-focused evaluations, improving the methodological quality and legitimacy of evidence used for policies affecting young people.
Colombia	CLEAR-LAC worked with the National Planning Department (DNP), SINERGIA, and OVE-IDB to interpret the 2024 INCE results, compare them with 2022 findings, and identify priorities relating to recommendation follow-up, evaluability, data quality, and multistakeholder coordination. It also delivered an 11-session applied M&E course to about 30 public officials, supported EVALAC 2025, and developed an AI- and gender-informed curriculum for Bogotá. Outcomes included clearer system-strengthening priorities, improved government skills in theories of change, indicators, and monitoring plans, and a structured basis for future capacity development.
Côte d'Ivoire	CLEAR-FA supported the Ministry of Economy, Planning, and Development to finalize the National Guide for Evaluation of Public Policies, Projects, and Programs, adapting it to the country's current strategic and regulatory framework. It also supported health investment-case meta-review work and monitoring, evaluation, accountability, and learning (MEAL) capacity development for monitoring multisectoral nutrition commitments. The finalized guide provides a common methodological basis for evaluation across government, while the related capacity work strengthened sectoral evaluation and monitoring practice.

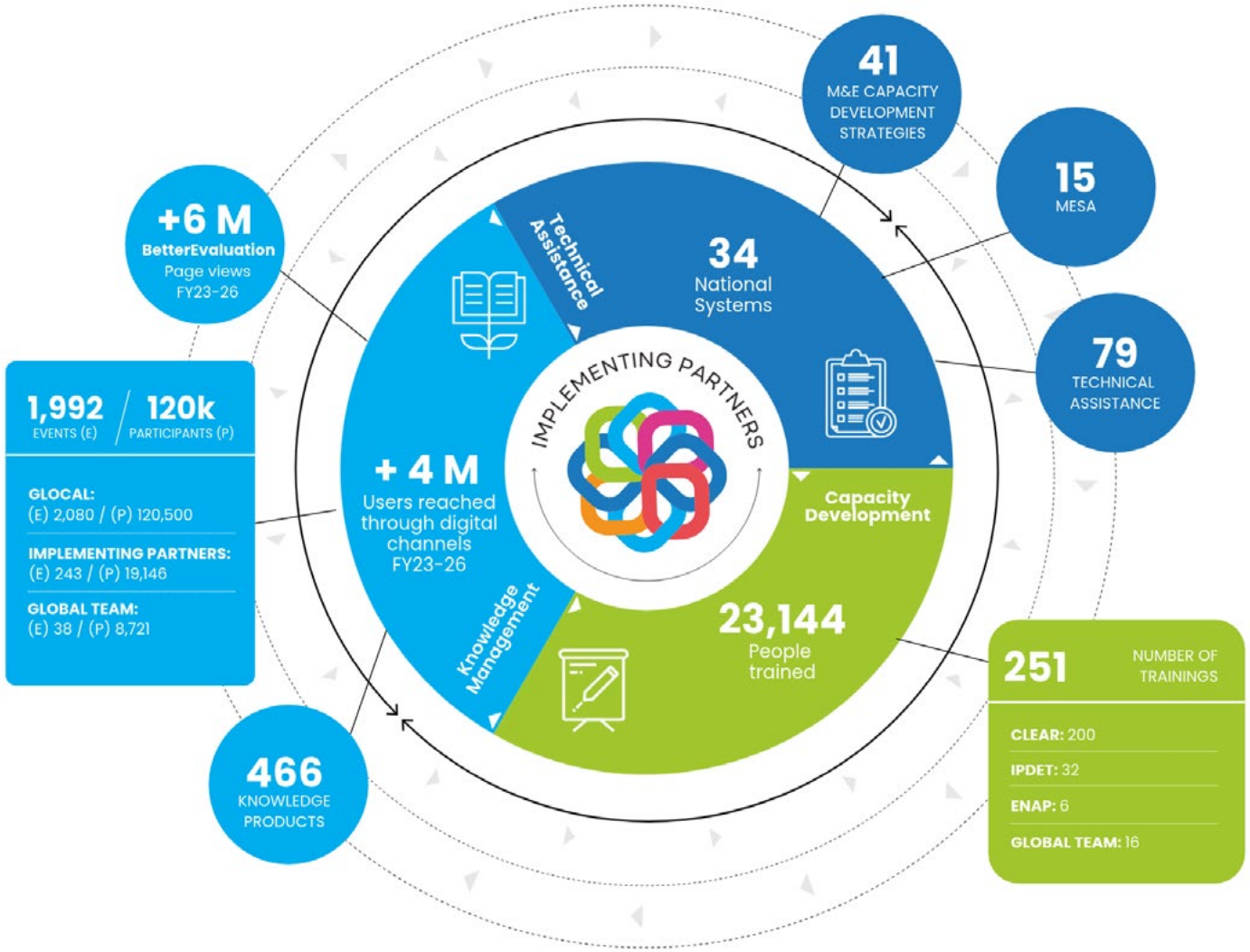
Country	Summary of activities, deliverables, and results
Dominican Republic	CLEAR-LAC delivered introductory M&E training completed by 29 public officials and, with the Ministry of Finance and Economy, convened multi-stakeholder communities of practice involving government, academia, civil society, and cooperation partners. It produced a methodological notebook for designing and sustaining the community of practice, and partnered with the World Food Programme to develop M&E guidance and training for the Supérate social-protection program. The combined work created a clearer reform agenda, stronger stakeholder coordination, and a formal platform for continued institutional capacity building.
Eswatini	CLEAR-AA worked with the Ministry of Economic Planning and Development and UNICEF to co-create, revise, and validate the Kingdom's National M&E Policy. Government officials and evaluation stakeholders reviewed the draft and discussed links with the National Development Plan M&E framework. The completed policy provides a national foundation for more systematic evaluation of public policies, programs, projects, strategies, and plans and for stronger evidence-informed decision-making.
Guatemala	CLEAR-LAC worked closely with SEGEPLAN and OVE-IDB to strengthen the National Monitoring and Evaluation System (SINSE). It developed a regulatory and institutionalization strategy, provided technical assistance on M&E processes, prepared or reviewed four guidelines, trained public officials in policy design and program evaluation design, supported the SINSE steering group, and delivered the Hablemos de Evaluación learning series. CLEAR-LAC and SEGEPLAN also co-developed a GEI 2.0 Expression of Interest identifying priority system gaps and a future support package. High-level dialogue contributed to presidential endorsement and progress toward formal institutionalization of SINSE, while Guatemala's experience was shared with Paraguay through cross-country learning.
India	CLEAR-SA worked on coordinated national and subnational fronts. It advised the Ministry of Rural Development on the rollout of Samaveshi Aajeevika Yojana across 11 states and supported implementation monitoring, process evaluation, and learning. It trained 35 DMEO staff in national survey analysis and advanced statistical and geospatial methods and trained Indian Economic Service officers. With the Government of Tamil Nadu's Planning Department and DEAR, it trained officials in measurement, survey design, qualitative analysis, and impact evaluation and co-developed evaluation process guides, request forms, briefs, and workflow templates. With Karmayogi Bharat, it expanded multilingual M&E learning on the iGOT platform, reaching government officers at scale. Outcomes included stronger technical capacity, standardized evaluation-management processes, and improved institutional arrangements for generating and using evidence.
Jamaica	CLEAR-LAC, in partnership with the Caribbean Development Bank and Jamaica's Office of the Cabinet, translated MESA findings and national priorities into a validated Results-Based Management (RBM) strengthening plan and roadmap for 2026–27. It presented the plan to the Permanent Secretaries Board, which provided feedback and expressed commitments, particularly on sustainable capacity development and human capital. The engagement established governance for a sustained country partnership and a sequenced pathway for strengthening Jamaica's RBM system and evidence use.

Country	Summary of activities, deliverables, and results
Nigeria	CLEAR-AA worked with the Federal Ministry of Budget and Economic Planning, UNICEF, the Nigeria Association of Evaluators, federal ministries, departments, and agencies, and representatives from Oyo and Zamfara States. It completed and validated a Federal MESA and Federal Issues Note, then facilitated participatory co-creation and validation of a federal M&E Capacity Strengthening Strategy and Plan. The diagnostic identified strengths and gaps in coordination, capacity, evidence use, and the enabling environment; the subsequent strategy translated these findings into an agreed reform roadmap, strengthened government ownership, and established a foundation for more coordinated national M&E capacity development.
Pakistan	CLEAR-PCA worked with the Balochistan Civil Service Academy to train officials in evidence-informed policy decision-making and mentor a civil-service cohort for 13 weeks in applied research and evidence use. It also delivered gender-responsive M&E learning and signed a four-year MoU with the Punjab Skills Development Fund under a co-ownership and governance model to produce a diagnostic, system-strengthening plan, and knowledge products. Outcomes included practical research products from civil servants, stronger gender-responsive evaluation skills, and a formal long-term institutional partnership for M&E reform.
Paraguay	CLEAR-LAC worked with the Ministry of Economy and Finance, DEval, WFP, and the INCE team to implement and disseminate Paraguay's first INCE measurement, generating a diagnostic baseline of national evaluation capacities. It initiated a formal country partnership, facilitated peer learning from Guatemala on using INCE findings, and co-developed a GEI 2.0 Expression of Interest that identified priority gaps and a preliminary multiyear support package. The work provided evidence and an agreed planning basis for strengthening the national evaluation system.
Republic of Congo	CLEAR-FA supported the first Congolese Evaluation Days, organized jointly by the ministries responsible for planning and state reform. It co-facilitated a panel and supported participation by evaluation actors from several African countries. More than 100 participants discussed public-policy evaluation as a lever for good governance, strengthening national dialogue, peer exchange, and visibility for evaluation institutionalization. The event is a significant milestone toward developing the National Evaluation System (NES) as all the stakeholders, including the Ministry of Planning, agreed to develop a National Evaluation Policy and a National Capacity Building Strategy.
Rwanda	Under CADAST, CLEAR-AA worked with the African Capacity Building Foundation to assess results-based M&E capacity related to structural transformation and regional integration. It revised the Rwanda country report using a standardized rating system and generated findings and recommendations for institutional capacity development. The work provided a comparable evidence base for prioritizing system improvements.
Tanzania	CLEAR-AA worked with the Prime Minister's Office to train 35 commissioners and directors in monitoring, evaluation, commissioning, institutionalization, and evaluation use. With GEI and DEval, it delivered additional capacity development and validated the ASDP II evaluation inception report. CLEAR-AA, the Prime Minister's Office, GEI, and the Uongozi Institute also prepared a concept for masterclasses for senior and technical officials across ministries, regional secretariats, and local authorities. The engagement strengthened evaluation leadership, improved readiness to manage evaluation processes, and established a platform for broader public-sector professional development.

Country	Summary of activities, deliverables, and results
Togo	Under CADAST, CLEAR-FA and CLEAR-AA worked with the African Capacity Building Foundation to assess national capacity to monitor and report on AfCFTA implementation. The work produced an inception report, final capacity assessment, monitoring and reporting guidelines, and a training plan and materials. CLEAR-FA also supported follow-up on nutrition-monitoring roadmaps through the SUN partnership. These outputs provide practical tools and capacity priorities for strengthening national reporting and sectoral monitoring.
Uganda	CLEAR-AA worked with the Office of the Prime Minister, UNICEF, the Uganda Evaluation Association, and government stakeholders to review and draft the National Policy on Public Sector Monitoring, Evaluation and Learning and update the National Evaluation Plan to align with National Development Plan IV. It also assessed the institutional capacity and strategic positioning of the Uganda Evaluation Association, including support for young and emerging evaluators, and contributed to CADAST diagnostics. Outputs included the draft national policy, a revised National Evaluation Plan, an association diagnostic and capacity strategy, and country-level system findings, strengthening both government frameworks and the wider evaluation ecosystem.
Uzbekistan	CLEAR-PCA supported Uzbekistan's transition toward evidence-informed governance, contributing to a Strategic Planning Decree and a Presidential Decree (officially approved in December 2025) that formally integrates monitoring and evaluation into national policy and planning processes. The work established foundations for more systematic evidence use, stronger coordination across ministries, accountability, and institutional learning. Government institutions are now implementing the decree. The Center also documented the reform journey as a GEI Story of Change for wider knowledge sharing.
Zimbabwe	CLEAR-AA worked with UNDP Zimbabwe and the Office of the President and Cabinet to design an individual M&E capacity-assessment tool for government ministries. The tool provides a baseline for future capacity-building initiatives. Under CADAST, CLEAR-AA also assessed results-based M&E capacity and revised the Zimbabwe country report using a standardized rating system. Together, the activities produced practical diagnostic evidence for targeting individual and institutional capacity development.
Francophone Africa Region	CLEAR-FA worked with the African Development Bank (AfDB)'s Independent Development Evaluation (IDEV) function and supported APNODE in evaluating its Strategic Plan and developing a new one for 2026–29. The new Strategic Plan provides the network with a clear vision and introduces reforms aimed at enhancing its representativeness and impact. CLEAR-FA also supported APNODE in developing a guide to promote the use of evidence across parliaments. The 5th Regional Round Table on the Effectiveness of Public Policies (TREPP 2026) served as a convening platform for major regional organizations and partners, including the West African Economic and Monetary Union (WAEMU) Commission, BOAD, UNICEF, AfDB, the African Evaluation Association (AfrEA), and 3ie, to reflect on strategies for further promoting evaluation at the regional level. A key recommendation emerging from the discussions was the development of a WAEMU regional regulation on evaluation, complementing the existing budget reform framework. Once adopted, this regulation is expected to accelerate the development and institutionalization of National Evaluation Systems (NES) across member countries. CLEAR-FA also supported AfrEA in organizing the first edition of the African Evaluation Summer School and participating in the Johannesburg workshop where the “Made in Africa Evaluation” toolkit was finalized.

Annex 3: GEI by the Numbers

The infographic below summarizes the Global Evaluation Initiative's (GEI) cumulative outputs from FY21 through FY26. GEI has strengthened M&E systems in 34 countries, built capacity for 23,144 people* through 251 training sessions, and engaged more than 4 million users online. The Network has delivered 79 technical assistance programs, 41 capacity development strategies, 15 Monitoring and Evaluation Systems Analyses (MESA), and 466 knowledge products.



* Note that this count of people trained excludes those who completed self-directed courses through online platforms, such as India's Integrated Government Online Training (iGOT) system, through which CLEAR-SA's course reached 160,000 government officials.

Source: GEI&US database

Figure 3. GEI Network Cumulative Outputs through FY26

Annex 4: GEI Implementation Committee Meeting

The 2026 GEI Implementation Committee (IC) was held in Brussels in May 2026 and marked a shift from strategy development to implementation of GEI 2.0. Across sessions, participants converged around a series of strategic decisions intended to guide FY27 work planning, strengthen Network coherence, and improve GEI's ability to demonstrate results.

AI, Climate, and Strategic Positioning

The Network agreed that AI represents both a major opportunity and a governance challenge for evaluation. Participants supported the development of a Network-wide responsible AI framework, shared standards, practical guidance, and capacity-building initiatives rather than leaving AI experimentation to individual partners. AI was positioned as a Network capability requiring coordinated action and investment in data science skills.

Climate monitoring, evaluation, and learning (MEL) was recognized as a strategic growth area. Participants agreed that climate should be approached as a systems-strengthening issue rather than a standalone thematic topic, with the Network developing shared climate-related products, services, and methodologies adaptable across regions. The meeting also endorsed exploring private sector engagement as a new area of work while maintaining alignment with GEI's mission and comparative advantage.

The breadth of ideas generated during the meeting reflected the Network's expertise and the range of opportunities emerging under GEI 2.0. Participants emphasized the importance of sequencing and prioritizing these opportunities according to their strategic value, alignment with GEI's comparative advantage, and Network capacity, so that implementation remains focused and effective.

Strengthening the Network Model

A strong consensus emerged that GEI's greatest value extends beyond technical expertise to include convening power, credibility, relationships, and the ability to connect partners with senior decision-makers and funding opportunities. Participants agreed to make the Network value proposition more explicit and to invest in mechanisms that facilitate cross-partner collaboration, peer learning, knowledge sharing, and visibility.

The World Bank connection was identified as a major but underutilized asset. The Network agreed that engagement with World Bank country teams should become more systematic, supported by practical guidance, tools, and clearer pathways for partner engagement.

Country Engagement, Training, and Professional Development

Participants agreed that GEI should continue evolving from a training-focused network toward a model centered on long-term institutional and systems strengthening. There was broad support for developing a common country engagement approach, including more deliberate country selection processes, shared tools, and coordinated support from the Global Team.

The meeting also endorsed the creation of a "Network of Excellence" in training and professional development (TPD). This would include a revitalized training community of practice, shared curricula, competency-based learning pathways, stronger quality assurance, co-developed courses on emerging topics such as AI and complex evaluations, and enhanced training-of-trainers initiatives.

Results, Donor Expectations, and Financial Sustainability

A key agreement was that GEI must strengthen its ability to demonstrate results and articulate its contribution to institutional and system-level change, without overclaiming attribution. Participants endorsed contribution analysis as the core learning and accountability approach for GEI 2.0. This approach will support engagement with financing partners, annual reporting, and evidence generation, while also helping the Network understand what works, under what conditions, and how different forms of support contribute to change.

Financing partners emphasized the need for stronger evidence of impact, clearer articulation of Network value addition, and greater strategic focus. In response, the Network agreed to improve results communication, develop clearer donor-facing narratives, and strengthen the use of contribution analysis.
The meeting also confirmed financial sustainability as a strategic priority. Participants agreed that hybrid financing models, revenue diversification, cofinancing arrangements, and stronger business development capabilities are essential to reduce reliance on traditional donor funding and support long-term sustainability.

Next Steps

The IC concluded with agreement that the meeting's outcomes must be translated rapidly into FY27 work planning. Priority actions include establishing communities of practice, developing implementation tools and guidance, launching pilots on contribution analysis and AI, strengthening fundraising and donor engagement systems, and creating a consolidated action tracker to validate and monitor progress across agreed Network-level actions. Both the Global Team and implementing partners were recognized as jointly responsible for implementation.



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