

GEI in Action: Country-Level Examples of M&E System Strengthening

Fiscal Year 2022-2025



global
evaluation
initiative

Contents

| | |
|---------------------|----|
| Introduction | 3 |
| Brazil | 4 |
| Côte d'Ivoire | 7 |
| India | 10 |
| Madagascar | 13 |
| Mozambique | 16 |
| Pakistan | 19 |
| Tanzania | 22 |
| Uganda | 25 |
| Uzbekistan | 28 |

Introduction

The Global Evaluation Initiative (GEI) supports developing countries in building robust monitoring and evaluation (M&E) systems that promote evidence-based decision-making and improve development outcomes. These country profiles are examples of GEI's engagement across ten countries in Latin America, Africa, South Asia, and Central Asia. They showcase tangible results and illustrate how tailored M&E interventions enable governments to better allocate resources, shape more effective policies, and strengthen transparency and accountability. The profiles describe progress in institutional development, policy influence, and knowledge exchange, grounded in GEI's commitment to country-led, context-specific reform and long-term collaboration.

Spanning the period from 2021 to 2025, the profiles trace national efforts to institutionalize evaluation through diagnostics, legal reforms, capacity-strengthening initiatives, and multi-stakeholder coordination. GEI's integrated systems approach operates across government levels and sectors to reduce fragmentation, reinforce public institutions, and embed evaluation into planning, budgeting, and policy processes. These experiences also reflect GEI's efforts to promote gender-transformative and climate-responsive evaluation, as well as to scale innovation in fragile and decentralized contexts.

Each profile draws on data from Genius, GEI's internal monitoring and results platform, and reflects its collaborative approach—linking governments, regional partners—such as the [Centers for Learning on Evaluation and Results](#) (CLEARs) and the [International Program for Development Evaluation Training](#) (IPDET)—and GEI's knowledge-sharing platforms, [BetterEvaluation.org](#) and [Glocal Evaluation Week](#). Through these partnerships, GEI fosters South-South learning, elevates local leadership, and contributes to a more cohesive and resilient global M&E ecosystem—ensuring that its efforts translate into scalable, sustainable systems change.

Brazil



Results at a glance

| | |
|------------------------------------|---|
| Capacity building | Over 15,000 trained practitioners; scalable M&E talent pipeline |
| Institutional strengthening | Evaluation embedded in over 78 municipalities in Espírito Santo, influencing decision-making |
| Policy influence | Evaluations informed key policies such as the Early Childhood Program (PIM) and Uber driver regulation |
| Knowledge dissemination | Created knowledge products (infographics, podcasts, newsletters, and online courses) to promote M&E practices across Brazil |
| Collaborative platforms | Brazil emerging as a regional M&E leader |

Timeline of GEI engagement

| | |
|-------------|---|
| 2022 | Theory of Change Workshop conducted for Rio de Janeiro Municipality |
| 2023 | <ul style="list-style-type: none">• National Seminar on M&E Systems hosted by Espírito Santo State• Training of Trainers sessions completed under the CLEAR Northeast Program• Asynchronous training courses on climate action evaluation and impact evaluation |
| 2024 | Launched distance learning course on impact evaluation (2,600 participants) |
| 2025 | Technical assistance to Federal Senate on ex-ante evaluation of legislative proposals |

Country Program Overview

Brazil recently completed a comprehensive diagnostic of its national evaluation system, marking a major step toward institutionalizing evidence-based policy making. Conducted in partnership with CLEAR-LAB and key government stakeholders, the study assessed how evaluation is embedded in policy planning, budgeting, and decision-making across 43 governments—at the national level, in all 27 states, and 15 municipalities. Using the MESA tool, the assessment mapped governance structures, legal frameworks, and institutional capacities, identifying key strengths and gaps. The findings now serve as a roadmap for reforms aimed at increasing the quality, use, and impact of evaluations. They also guide ongoing efforts to improve coordination, promote evaluation-led policy making, and expand training programs.

As part of these efforts, a workshop with the Ministry of Planning and Budget's National Secretariat for Monitoring and Evaluation explored international experiences and introduced scalable tools to support system-wide evaluation practices. This directly contributed to the development of the Public Policy Standardized Assessment Model (MAPP), designed to streamline evaluation across all federal ministries. MAPP will help integrate evaluation into decision-making processes, boosting institutional capacities and ensuring consistent policy assessment nationwide. GEI's contributions and impact include:

Institutionalizing M&E at all Levels: GEI has played a central role in strengthening Brazil's national and subnational M&E systems through strategic technical assistance and tailored capacity building. In partnership with the National School of Public Administration (ENAP) and the State of Espírito Santo, GEI supported the development of a monitoring system across 78 municipalities.

These efforts are grounded in GEI's commitment to reducing fragmentation, building economies of scale, and catalyzing innovation across M&E systems. In Rio Grande do Sul, GEI introduced tools such as Theory of Change, enabling officials to develop comprehensive M&E policies in sectors like public health. These efforts have enhanced real-time policy adaptation and accountability across public institutions.

Empowering Local Actors: GEI supported local governments and civil society organizations through workshops and mentoring. Initiatives such as the Peace Community Center (COMPAZ) in Recife and the Poupança Escola program in Niteroi benefited from tailored support to design and assess their interventions, increasing policy effectiveness at the grassroots level.

Building National M&E Capacity: Through initiatives like the "Training of Trainers" and online courses, GEI has helped develop a cadre of M&E professionals across Brazil. The "Introduction to M&E" course alone attracted over 12,000 participants, creating a multiplier effect in knowledge dissemination and skill development. Aligned with GEI's goal to scale effective approaches and localize training, these programs ensure that M&E capacity is embedded and sustained across institutions.

Fostering International Cooperation: GEI facilitated knowledge exchange, including a study mission for Mozambique's National Directorate for Monitoring and Evaluation to learn from Brazil's experiences. This highlights Brazil's emerging role as a regional leader in M&E and supports GEI's broader aim of fostering regional M&E cooperation.

Driving Policy Impact through Evaluation: GEI's evaluations have directly informed public policy. For instance, the assessment of the Primeira Infância Melhor (PIM) program generated critical insights for early childhood development. Rapid evaluations of programs like Poupança Escola offered timely, actionable recommendations in fast-changing policy environments.

Key Achievements

- Enhanced Capacity Across Government:** Over 300 officials trained in public policy monitoring in Espírito Santo alone, with expanded capacity at federal, state, and municipal levels.
- Institutionalized Evaluation Systems:** Monitoring systems now cover 78 municipalities in Espírito Santo; three municipalities are receiving mentorship to design their own evaluation frameworks.
- Policy-Relevant Evaluations:** Impact evaluations, such as for the PIM program, are shaping child development policies for vulnerable families.
- Scalable Learning Resources:** More than 15,000 learners enrolled in GEI's online M&E courses, delivering accessible training in Portuguese for broader reach.
- Strengthened Collaboration Platforms:** National seminars and exchanges have deepened engagement between policy makers and promoted subnational evaluation frameworks.

Looking Ahead

As we look toward the future, GEI's work has set the stage for the continued growth and sustainability of Brazil's M&E systems. The training, tools, and systems we have put in place have already begun to yield positive outcomes, supported by a strong and growing network of professionals committed to evidence-based policy making. Brazil now has a more sophisticated, efficient, and transparent system for evaluating public policies, leading to better-informed decisions and improved social outcomes.

GEI's contributions have not only helped Brazil enhance its public policy outcomes but have also laid the groundwork for other countries in the region to follow suit. As GEI looks to expand its reach and deepen engagements globally, Brazil's experience offers a roadmap for peer countries seeking to institutionalize evaluation systems. By strengthening the capacity of Brazil's M&E systems, we have created a foundation that ensures the principles of evaluation and evidence-based policy making continue to shape the future of governance across Latin America.

Partners & Collaborations

- ENAP
- Brazilian National School of Public Administration
- Fundação Getulio Vargas (FGV)
- Audit Institution of Espírito Santo (TCE ES)
- Federal Senate of Brazil
- Ministry of Planning and Budget, Brazil
- Government of the State of São Paulo – Secretariat of Finance
- Brazilian Monitoring and Evaluation Network (RBMA)

Côte d'Ivoire



Results at a glance

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|-------------------------------------|--|
| M&E system strengthening | National Action Plan developed and adopted (2023-2024) |
| Capacity building: | 33+ managers/planning officials trained on evaluation and program budgeting |
| Legal framework | 2 decrees drafted to formalize evaluation and funding processes |
| Regional collaboration | Hosted 2 regional WAEMU roundtables promoting evaluative culture (2021 and 2023) |
| Sustainable financing | Diagnostic study mapped internal funding mechanisms |

Timeline of GEI engagement

| | |
|-------------|---|
| 2022 | Action Plan Development 2023-24 |
| 2023 | <ul style="list-style-type: none">• Training Workshop• Regional Roundtable• Diagnostic Study and Drafting of Critical Decrees |
| 2024 | <ul style="list-style-type: none">• Workshop on Communicating Evaluative Insights• Review of Policy, Repository, and Guide |

Country Program Overview

The GEI program in Côte d'Ivoire began with a collaboration that set the stage for a systemic transformation of the national evaluation landscape. Guided by GEI's integrated systems approach and commitment to country-driven, context-specific solutions, this collaboration helped establish the foundation for sustainable M&E reforms. Through a series of strategic consultations involving CLEAR Francophone Africa (CLEAR-FA), UNICEF, and the Ministry of Planning, a comprehensive Action Plan for 2023–2024 was finalized in 2022. This plan initiated Côte d'Ivoire's National Evaluation Capacity Development (NECD) process—strengthening institutional, individual, and enabling environments for effective public evaluation—and provided a structured roadmap to institutionalize evaluation practices within government systems. It also laid the groundwork for a sequenced approach to strengthening evaluation capacity across government.

Building on this momentum, Côte d'Ivoire has played a leading role in advancing evaluative culture across West Africa. In October 2021 and November 2023, the country hosted two high-level West African Economic and Monetary Union (WAEMU) regional roundtables on public policy evaluation, convening experts, policy makers, and development partners from across the region. These gatherings—part of a broader series launched by CLEAR-FA in 2018—fostered critical dialogue and produced actionable recommendations to strengthen governance of public policy outcomes in WAEMU member states. These roundtables not only built consensus but also contributed to regional learning and positioned Côte d'Ivoire as an active voice in advancing evaluation of public policies within the WAEMU region.

To reinforce institutional capacities, GEI supported targeted training workshops. In September 2023, 23 managers from the Department of Control, Monitoring, and Evaluation (DCSE) joined a 5-day workshop to enhance their ability to commission, manage, and assure the quality of evaluations. Complementary training sessions on policy assessment and program budgeting were also held for 10 planning officials, aligned with WAEMU reforms.

Recognizing the need for sustainable systems, CLEAR-FA conducted a diagnostic study to assess stakeholder participation and funding mechanisms for policy performance analysis. Finalized in December 2023, the study offered a detailed analysis of the national evaluation system and served as a key input for future planning and financing strategies.

A major step toward institutionalization came with the drafting of two legal decrees, also completed in December 2023. The first decree established procedures for stakeholder engagement in internal analysis of policy outcomes, while the second defined the governance and operating modalities of a national Support Fund for Internal Evaluation.

Together, these instruments formalized evaluation practices and embedded sustainable financing mechanisms into the legal framework. In September 2024, GEI further enhanced capacities through a specialized workshop on communicating evaluative insights. The event introduced tools and techniques to help practitioners convey findings and foster evidence use—a timely contribution ahead of the 2024 African Development Bank (AfDB) Evaluation Week.

The program's culmination in December 2024 marked a key moment of consolidation. GEI provided technical feedback on draft versions of the national evaluation policy, evaluation guide, and a public policy repository, ensuring alignment with international best practices and quality standards to support evidence-informed decision-making at all levels of government. These efforts represent a significant stride toward a coherent and operational M&E framework in Côte d'Ivoire. GEI's support in Côte d'Ivoire demonstrates its global commitment to country-driven, sustainable solutions for strengthening M&E systems. By embedding evaluation into national structures and building institutional capacity, GEI contributes to more informed public policies and ultimately, better development outcomes.

Key Achievements

- **Strategic Planning** – A joint Action Plan (2023–2024) laid the foundation for Côte d'Ivoire's national evaluation system.
- **Regional Leadership** – Hosted two high-level WAEMU roundtables (2021, 2023).
- **Capacity Building** – Trained 23 DCSE managers in evaluation and 10 planning officials in program budgeting.
- **Institutionalization and Legal Frameworks** – Drafted two critical decrees to formalize national M&E systems and establish the legal basis for sustainable financing.
- **Sustainable Financing** – Conducted a diagnostic study to map internal funding mechanisms for evaluation.
- **Enhanced Communication Practices** – Delivered a specialized workshop on communicating evaluation findings to promote evidence use.
- **South-South Learning** – Participated in global knowledge exchange and contributed national experiences to regional dialogues.
- **Support to National Frameworks** – Provided technical input on draft versions of the national evaluation policy, evaluation guide, and public policy repository.

Looking Ahead

Through GEI-supported activities grounded in an integrated systems approach, Côte d'Ivoire has strengthened its national evaluation system, fostered an evaluative culture, and advanced the assessment of policy effectiveness.

To consolidate these gains, continued focus on evidence-informed decision-making, gender-transformative evaluation, and—where relevant—climate-responsive M&E will be essential to embedding evaluation into policy processes.

Partners & Collaborations

- UNICEF
- Twende Mbele
- AfDB
- 3ie
- Agence Française de Développement (AFD)
- West African Development Bank

India



Results at a glance

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|------------------------------------|---|
| M&E tools and knowledge | Administrative data toolkits and outcome budgeting guides for 28 states |
| Capacity building | 9,000+ officials trained, including IAS officers via iGOT and LBSNAA |
| Systems assessment | Rapid capacity assessments conducted in Tamil Nadu and Andhra Pradesh |
| Policy influence | Expanded pension schemes and elderly resource centers based on evidence and improved data governance in Punjab and Tamil Nadu |
| Strategic partnerships | Strategic partnerships sustaining national and subnational reform |

Timeline of GEI engagement

| | |
|-------------|--|
| 2021 | Elderly Panel Survey in Tamil Nadu |
| 2022 | <ul style="list-style-type: none">• Technical advisory services delivered to Govt. of Tamil Nadu e-Governance agency and Govt. of Haryana health department• Institutional Partnership with Govt. of Andhra Pradesh |
| 2023 | Training to 180+ IAS officers at LBSNAA; 50+ officers in Andhra Pradesh on data governance |
| 2024 | Research for Impact Fellowship, offering early-career evaluators practical placements, mentorship, and hands-on experience in applied evaluation settings iGOT M&E course launched with 60,000+ enrollments and 8,000+ certifications. Trained 95 Tamil Nadu officers in data and evidence use to improve field data quality and management for a statewide survey covering 40 million citizens |
| 2025 | Advisory and training for DMEO staff on flagship scheme evaluations |

Country Program Overview

India's federal governance and sectoral complexity require tailored interventions. GEI and CLEAR-SA are engaged across ministries, departments, and states to address both demand and supply of evaluation capacity. At the national level, the partnership with DMEQ, NITI Aayog has resulted in the co-development of the Outcome Budgeting Compendium and the Administrative Data Toolkit. CLEAR-SA has also trained DMEQ staff under a Training of Trainers model and provided hands-on advisory for country-led evaluations of flagship schemes.

At the state level, the Tamil Nadu partnership has led to improved systems and expanded use of data across departments. A full-scale M&E capacity assessment in 2024–25 covered institutions including the Department of Evaluation and Applied Research, Directorate of Economics and Statistics, and State Planning Commission—identifying key institutional gaps and producing a roadmap for reform. The Elderly Panel Survey contributed to major service expansions, including elderly resource centers in all districts and extended pension coverage to previously excluded beneficiaries.

In Andhra Pradesh, CLEAR-SA supported capacity building through training for 50+ officers across 10 departments and worked with the Department of Skill Development and Training to enhance data collection and survey quality for a skill census targeting 40 million people. The Evaluating Social Programs (ESP) course and related initiatives have supported learning across government, nonprofit, and private sectors.

GEI contributions and impact across India include:

Improved Evidence Use in Policy: The Elderly Panel Survey (2019–2021) in Tamil Nadu resulted in elderly resource centers across all 38 districts and led to revisions in the state's Old Age Pension Scheme. In late 2021, CLEAR-SA and J-PAL South Asia organized several government convenings and workshops to share evidence from the Survey and to directly support the drafting of the state's Senior Citizen Policy, aligning it with emerging evidence on aging and elderly welfare. The draft was released in January 2022, and the final policy was published in October 2023. In Andhra Pradesh, technical support on the Skill Census (2024) improved survey design and data management for a census reaching 40 million people, informing workforce planning and program implementation.

System Strengthening through Strategic Partnerships: Built long-term partnerships with national institutions including DMEQ, NITI Aayog, and LBSNAA, to institutionalize M&E practices. CLEAR-SA's engagement in Tamil Nadu exemplified a model of sustained, cross-departmental collaboration.

Through multi-year technical advisory and evidence-sharing efforts, CLEAR-SA fostered systemic change by working closely with departments such as Planning, Finance, Social Welfare, and Statistics, creating durable institutional capacity for evidence use. At the subnational level, engaged with four state governments (Tamil Nadu, Andhra Pradesh, Punjab, Odisha) to support evaluation system development, conduct capacity assessments, and co-develop tools for data and results-based planning.

Capacity Building and Advisory: Trained more than 9,000 officials nationwide. This includes 300+ IAS officers at LBSNAA, 8,000+ government officers via iGOT, and 95 Public Service Commission officers in Tamil Nadu. CLEAR-SA's support also introduced the use of digital tools, such as tablets, for data collection by field-level officials in Tamil Nadu. Despite having no prior experience, these officials successfully adopted the technology, which has since been institutionalized within the Department of Economics and Statistics—enhancing data quality and collection efficiency. Delivered targeted sessions for 35 DMEQ mid/senior-level staff on evaluation design and data management. CLEAR-SA also provides ongoing advisory support to DMEQ leadership on evaluation lifecycle management.

Building the Next Generation of M&E Professionals: Launched the 6th Research for Impact Fellowship (2023–24), offering practical placements, mentorship, and hands-on experience to early-career evaluators. CLEAR-SA also contributed to GEI's Internship Program and South-South capacity-building efforts, supporting a growing pipeline of skilled M&E practitioners in India and globally. In addition, CLEAR-SA has also hosted annual summer internships for university students, further building entry-level capacity and awareness of evaluation careers.

Knowledge Products and Tools: Co-developed the Outcome Budgeting Compendium and the Administrative Data Toolkit with DMEQ. Published a compendium of case studies and practical tools to support states in integrating administrative data into policy processes. Created learning blogs, led data storytelling sessions, and curated online materials to support continuous learning.

Climate and ECD Thought Leadership: Given that M&E for climate change is an emerging area of global interest, CLEAR-SA contributed significantly to shaping the discourse by providing early thought leadership and supporting the development of foundational content in this space.

Looking Ahead

India's scale, complexity, and development priorities make it a pivotal site for evaluation system reform. GEI and CLEAR-SA will continue to support the shift from capacity creation to consistent implementation and use. This will include follow-on advisory with DMEO on state-level evaluation frameworks, additional modules for the iGOT e-learning platform, and new training sessions on climate-focused evaluation and administrative data use in decision-making.

As India invests in M&E to improve the effectiveness of social protection, climate action, and service delivery, these efforts will strengthen governance, foster accountability, and contribute to more equitable development outcomes. These experiences can inform peer countries seeking to strengthen their own evaluation ecosystems through context-specific, country-led approaches.

Supporting M&E capacity in India reflects GEI's mission to localize learning and build institutional resilience—advancing South-South knowledge exchange and delivering global public value. India's GEI-supported efforts exemplify how sustained, systems-level capacity development can embed evidence into public decision making and unlock durable governance reforms.

Partners & Collaborations

- UNICEF
- WFP
- UNDP
- Climate Investment Funds (CIF)
- Madras Institute of Development Studies (MIDS)
- Indian Institute of Technology Delhi
- Indraprastha Institute of Information Technology Delhi
- Center for Social and Behavioral Change (CSBC)
- Center of Policy Research and Governance (CPRG)
- EvalYouth India, Arthan
- Sambodhi Research and Communications
- Dalberg
- Children's Investment Fund Foundation
- Energy Evaluation Asia Pacific
- Bill and Melinda Gates Foundation
- Indian School of Development Management (ISDM)

Madagascar



Results at a glance

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|--------------------------------|--|
| Institutional Framework | Institutional committees strengthened national coordination |
| Policy Development | National Evaluation Policy co-developed with 150+ stakeholders |
| Roadmap Creation | Developed joint roadmap outlining strategic actions to institutionalize M&E practices |
| Collaborative Platforms | Enhanced coordination among UN agencies and government stakeholders to align M&E capacity-building efforts with national development goals |
| Institutional Framework | Revitalized National Technical Committee guiding the implementation of Madagascar's evaluation policy |

Timeline of GEI engagement

| | |
|--------------------------------|---|
| 2021 | MESA and drafting the national evaluation policy (PNEval) |
| 2022 | Advocacy and consultation meetings with key stakeholders to develop the 2023–2024 joint roadmap |
| 2023 | <ul style="list-style-type: none">• UN agency consultations helped align interventions with national M&E priorities, fostering better coordination among partners• Publication of the "Story of Change" highlighting progress in Madagascar's M&E system development |
| 2024 | <ul style="list-style-type: none">• Completion of meta-syntheses on evaluations across key sectors, including health, education, and climate change• Training workshop on integrating social, environmental, and climate assessment procedures into project evaluations. The workshop supported practitioners in building climate-responsive evaluation capacity, contributing to Madagascar's efforts to incorporate environmental considerations into public policy assessment• Capacity-building workshop on youth-centered evaluations, in line with GEI's emphasis on inclusion and equity, focusing on improving policies for vulnerable groups |
| 2025 (June/expected) | Establishment of a new national technical committee to guide Madagascar's evaluation agenda |

Country Program Overview

Madagascar's journey toward building a robust monitoring and evaluation (M&E) system has been marked by collaboration, adaptation, and a shared commitment to evidence-based governance. The engagement began in 2020 with the establishment of a national technical committee to guide the development of an evaluation system. This committee played a critical role in conducting GEI's MESA diagnostic and initiating the drafting of the National Evaluation Policy (PNEval) and formulating an advocacy plan for its implementation. However, political transitions disrupted its progress, necessitating renewed efforts to revitalize the initiative.

GEI supports Madagascar as part of its global mission to help countries use better evidence to shape better policies and improve lives. This partnership exemplifies GEI's integrated systems approach—one that emphasizes locally led, context-specific, and sustainable M&E solutions. CLEAR Francophone Africa (CLEAR-FA), supported by GEI, stepped in to address these challenges. Through advocacy meetings with the Ministry of Economy and Finance and other key stakeholders, CLEAR-FA successfully reactivated discussions around institutionalizing evaluation practices. These efforts culminated in the development of a joint roadmap for 2023–2024, which provided a clear pathway for strengthening Madagascar's M&E ecosystem.

Madagascar's engagement reflects GEI's thematic priorities by embedding gender-transformative and climate-responsive evaluation practices, as evidenced by capacity-building workshops focused on youth inclusion and climate-sensitive assessments.

The program has evolved into a multi-faceted initiative that combines capacity building, policy development, and knowledge sharing. Training workshops have equipped government officials and practitioners with tools to evaluate public policies effectively.

Collaborative platforms have brought together UN agencies like UNICEF and UNDP to align their interventions with national priorities. By fostering stakeholder ownership and reducing fragmentation in M&E practices, the program has laid the groundwork for a sustainable evaluation system that supports better governance and accountability. Government leadership has recognized CLEAR's contribution in facilitating this progress:

“The quality of the intervention of the CLEAR experts allowed us to bring all stakeholders to clarify the issues and challenges around evaluation within our country. A big step forward.”

Hasina Rakotozafiarisoa, General Coordinator of the Reform Programme for Administrative Efficiency, Presidency of the Republic of Madagascar

Key Achievements

- Development of PNEval:** The participatory drafting process engaged over 150 stakeholders from government, civil society, academia, and international organizations. To foster deep stakeholder ownership, CLEAR-FA supported a novel participatory model where stakeholder groups from all 22 regions co-wrote sections of the National Evaluation Policy, guided by national experts and supported by CLEAR. This approach fostered strong stakeholder ownership of the final policy.
- Strengthened National Coordination Structures:** GEI, through CLEAR-FA, supported the creation of a Steering Committee co-chaired by the Presidency and Parliament, and a Technical Committee led by the Ministry of Economy and Finance. These bodies provided an inclusive coordination platform that helped resolve institutional tensions and enabled progress on the national evaluation system.
- Capacity Building Across Sectors:** Training workshops have strengthened the skills of over 50 participants in youth-centered and climate-sensitive evaluation, helping ensure policies are better aligned with the needs of vulnerable groups. Participant selection followed inclusive criteria—considering gender, age, disability, and institutional affiliation—to promote equity in M&E capacity development. Several trainees went on to contribute to Madagascar's first evaluation by the Court of Auditors, marking an important milestone in translating capacity into action. As part of the Joint Roadmap, GEI and its partners also supported efforts to develop university-level M&E education and research programs, building a sustainable pipeline of evaluators.
- Knowledge Dissemination:** CLEAR-FA also supported Madagascar's participation in a high-level webinar at the Francophone International Forum for Evaluation (FIFE), which catalyzed the formation of a regional knowledge-sharing platform with Gabon and Benin. These engagements elevated Madagascar's visibility in regional learning platforms and strengthened South-South exchange. The completion of meta-syntheses on evaluations across sectors has provided actionable insights for improving public programs in health, education, social protection, nutrition, and climate resilience.
- Enhanced Collaboration:** UN agencies have aligned their work plans with Madagascar's national M&E roadmap, creating synergies that amplify the impact of their interventions. Revitalization of Institutional Structures: Reactivation of the national technical committee has ensured sustained leadership for Madagascar's evaluation reform, reinforcing institutional continuity and enabling implementation of the forthcoming PNEval.

Looking Ahead

Ultimately, Madagascar's journey to strengthen its M&E system represents a commitment to building a more accountable, transparent, and effective government—one that can evaluate its policies rigorously and ensure that they serve the needs of the people. As the country continues to implement these systems, the real impact will be seen in improved public services, better policy outcomes, and greater trust in government decision-making.

Madagascar's experience offers a valuable example for other countries building integrated, inclusive evaluation systems. In the next phase, GEI will support the implementation of the National Evaluation Policy, roll out priority evaluations, and strengthen institutional capacity through continued training, collaboration, and knowledge exchange.

Partners & Collaborations

- Ministry of Economy and Finance
- UNICEF Madagascar and UNICEF ESARO
- UNDP
- Malagasy Association for Evaluation (MASSE)
- World Food Program (WFP)
- Presidency of Madagascar (Programme de réforme pour l'efficacité de l'administration publique - PREA)
- University of Antananarivo

Mozambique



Results at a glance

| | |
|--|---|
| Evaluation and policy development | Water Policy evaluation led to actionable reforms in water and sanitation |
| Knowledge and communications | Open sharing of evaluation findings increased accountability |
| Training and capacity building | Officials trained in Brazil on evaluation planning and CBA |
| Regional Peer Learning | Through Lusophone peer learning with CLEAR-LAB, Mozambique expanded its evaluation capacity and helped shape a regional community of practice |
| M&E framework and tools | National Evaluation Manual now standardizing evaluation practices |

Timeline of GEI engagement

| | |
|-------------|---|
| 2022 | <ul style="list-style-type: none">Working Group with the Ministry of Economy and Finance in partnership with UNICEFDirector of M&E of the Ministry of Economy and Finance at NEC Turin |
| 2023 | <ul style="list-style-type: none">Mentorship in rapid evaluation of the National Water PolicyGEI Hands-on Learning Program: A young Mozambican evaluator gained field experience by supporting CLEAR-LAB's evaluation activitiesPresentation of the Evaluation Manual to line ministriesMissions of the Ministry of Economy and Finance, M&E Directorate, and Directorate of Economic Policies, to Brazil for South-South exchange on evaluation systems |
| 2024 | Evaluation Manual for the National Evaluation Policy completed |

Country Program Overview

As part of Mozambique's broader efforts to strengthen its national evaluation system, a pilot evaluation of the Water Policy was undertaken to build institutional capacity and generate actionable evidence for decision making. Led by the Ministry of Economy and Finance and the Ministry of Public Works, Housing, and Water Resources—with technical mentorship from CLEAR-LAB—the evaluation examined key areas including water supply, sanitation, hydrographic management, and community engagement in responsible water use. This highly participatory process included 18 collaborative workshops, defined key evaluation questions and tailored the methodology to the policy's needs—spanning policy design, implementation, and intended outcomes - with input from multiple ministries. The approach ensured broader ownership of the findings that were presented to government stakeholders. The evaluation committee—comprising representatives from Mozambican government institutions—is now leading follow-up efforts, including the implementation of recommendations and the systematization of lessons to reinforce long-term evaluation capacity. The findings are expected to inform policy adjustments and support more strategic, evidence-based water resource management.

As a foundational step, Mozambique completed a Monitoring and Evaluation Systems Analysis (MESA) in partnership with CLEAR-LAB and GEI. This diagnostic tool helped map public sector institutions and stakeholders, assess the existing M&E ecosystem, and identify priorities for capacity building. The insights from MESA directly informed the design of Mozambique's Capacity Development Plan and guided the development of the M&E Manual and future evaluation initiatives.

GEI's systems-based, country-led approach ensures M&E reforms in Mozambique are institutionally grounded and locally owned. By aligning support with national priorities and fostering collaboration through its global network, GEI promotes sustainable, context-specific improvements.

Building Foundational Capacity for M&E.

Mozambique's commitment to strengthening M&E systems began by equipping public officials with practical evaluation skills. This ensured that government stakeholders not only understood evaluation frameworks but could apply them directly to the design and assessment of public policies.

In May and June 2023, officials from the National Directorate for Monitoring and Evaluation (DNMA) of the Ministry of Economy and Finance participated in specialized training at CLEAR-LAB's headquarters in Brazil. The sessions focused on enabling participants to plan and conduct evaluations effectively.

Officials developed a sound understanding of evaluation methodologies and increased their confidence in using findings to inform policy and program decisions. The impact of this training extended beyond individuals: the knowledge acquired was shared within ministries, fostering a culture of evidence-based decision-making across the public sector. These efforts laid the foundation for data-driven evaluation practices that promote more responsive and accountable governance.

Developing a National M&E Framework. A cornerstone of Mozambique's M&E reform, the National M&E Manual - finalized in February 2024 - was developed collaboratively by CLEAR-LAB, UNICEF, and the Government of Mozambique. The manual offers a comprehensive, standardized framework for conducting evaluations across all sectors, supporting consistent, high-quality practices that strengthen institutional capacity and promote evidence-informed decision-making.

These efforts were complemented by stakeholder mapping exercises, which identified over 59 contributors to Mozambique's M&E ecosystem. In response, a multisectoral Working Group was formed under the Ministry of Economy and Finance to define governance mechanisms, tools, and operational plans for the national M&E subsystem. This group also laid the groundwork for the upcoming National Evaluation Plan.

Covering short-term assessments and long-term strategic reviews, the manual details methodologies and defines the responsibilities required for successful evaluations. By clarifying expectations and strengthening institutional responsibilities, it ensures that policies and programs are regularly and rigorously assessed. With the manual now in place, Mozambique is better positioned to embed M&E practices into government operations—improving accountability and aligning efforts with national development goals.

Institutionalizing M&E: Seminar and Stakeholder Engagement. In March 2023, the Government of Mozambique convened a national M&E seminar in Ponta do Ouro to review and refine the proposed evaluation component of the country's M&E subsystem. The event brought together representatives from key ministries, the National Directorate for Planning and Budget, the National Directorate for Public Accounting, and the Mozambican Monitoring and Evaluation Association (AMMA). The seminar served as a platform to gather practical feedback and strengthen the cross-sectoral relevance of the evaluation framework. It also deepened ministerial engagement and reaffirmed Mozambique's commitment to a collaborative, whole-of-government approach to institutionalizing M&E.

Key Achievements

Mozambique's M&E system now stands on a stronger, more coherent foundation—strengthened by GEI-supported capacity development, institutional tools, and applied learning. With a growing cadre of trained officials and country-led evaluation initiatives, Mozambique is increasingly equipped to generate evidence that drives policy improvements and delivers tangible development results, such as:

- **Improved governance:** The government is now better equipped to assess policy effectiveness, leading to smarter decision-making and better public services.
- **Policy relevance:** The evaluation addresses critical challenges in water access, sanitation, and community awareness, ensuring greater alignment with national needs.
- **Institutional learning:** Stakeholders continue to build experience through country-led evaluations, strengthening long-term capacity.

Key results from the Water Policy evaluation include:

- **Improved policy outcomes:** Clear recommendations are shaping the next iteration of water management strategies, enhancing access to clean water and sanitation nationwide.
- **Sustainable evaluation capacity:** Workshop-based learning has built durable skills within the public sector, enabling future evaluations without external support.
- **Greater transparency and accountability:** By sharing findings openly, the government is setting a precedent for openness and rigor in policy review.

Looking Ahead

Mozambique's progress in strengthening its M&E system reflects a growing national commitment to transparency, accountability, and results-driven governance. As institutional capacity deepens and tools like the National M&E Manual are implemented, these systems are expected to deliver more effective services, stronger policy outcomes, and greater public trust.

As reforms advance, sustained investment in evaluation capacity, inclusive collaboration, and evidence-informed planning will be essential. Building on GEI's support for country-led, context-specific solutions, the next phase will focus on embedding evaluation more deeply in policy processes - ensuring that evidence consistently drives decision-making and development results.

Partners & Collaborations

- UNICEF

Pakistan



Results at a glance

| | |
|--------------------------------------|--|
| M&E tools & knowledge | Strengthened data systems in the Planning Commission and Punjab Health Department have led to better-informed health and development decisions |
| Capacity building | 3,200+ officials trained in results-based M&E, gender, climate approaches |
| System assessment | Institutional diagnostics in Punjab and Planning Commission shaping reforms |
| Policy influence | Evaluation insights improved health services (e.g., Lady Health Worker program) |
| Strategic partnerships | Through long-term MoUs and recurring training, Pakistan has integrated gender-responsive evaluation into government systems and policy processes |

Timeline of GEI engagement

| | |
|-------------|--|
| 2022 | <ul style="list-style-type: none">• Monitoring & Evaluation Boot Camp for Practitioners• Evidence-Based Program Design Workshop |
| 2023 | <ul style="list-style-type: none">• Civil Services Academy Training• Diagnostic Report for Planning Commission• Evidence-Based Program Design: Climate Change Edition |
| 2024 | <ul style="list-style-type: none">• MoU Signing with Punjab Ministry of Health• Evaluative Evidence for Gender Policy Workshop• Technical assessment with Punjab Health Department |
| 2025 | Landscape Analysis of the National and Subnational Monitoring and Evaluation Systems |

Country Program Overview

Over the past three years, Pakistan has faced institutional shifts that challenged the long-term development of robust M&E systems. In this evolving context, the Global Evaluation Initiative (GEI), in partnership with CLEAR-PCA, focused on building institutional resilience through targeted capacity-building, diagnostics, and applied M&E. These efforts have equipped individuals and institutions with the tools needed to advance evidence-informed policy making.






Strengthening Capacity for Evidence-Based Decision-Making. Capacity building has remained one of the most consistent areas of demand throughout this period of government transition. Despite shifts in policy direction, civil servants and practitioners actively sought opportunities to strengthen their M&E skills—illustrating there is a sustained appetite for evidence-informed approaches, even in the absence of systemic reform. CLEAR-PCA responded by delivering comprehensive training programs that equipped stakeholders across sectors - including government officials, academics, and practitioners -with globally recognized M&E tools and methodologies. To date, over 3,200 individuals (approximately 2,800 civil servants and 400 practitioners) have been trained in areas such as results-based monitoring, cost-benefit analysis, and impact evaluation. These efforts have not only strengthened technical capacity but also helped institutionalize M&E practices into routine policy and program management.

Advancing Institutional Strengthening. CLEAR-PCA's focus on institutionalizing M&E systems—rather than relying on individual champions—has proven crucial in navigating Pakistan's shifting political landscape. Frequent turnover in key decision-making roles has reinforced the importance of embedding M&E systems within enduring institutions. This approach reflects GEI's core strategy of strengthening institutional capacity to ensure the sustainability of evaluation systems, regardless of leadership turnover. Long-term partnerships with entities such as the Planning Commission of Pakistan, Punjab's Health Department, and the National School of Public Policy have been instrumental in this regard. Through diagnostic assessments and tailored support, these collaborations have generated actionable recommendations to bridge critical gaps in data use, analysis, and policy implementation.

Nurturing a Knowledge-Sharing Ecosystem. Efforts to promote knowledge exchange have initiated and nurtured the development of a community of practice for M&E in Pakistan. Through webinars on topics such as artificial intelligence in evaluation, gender-responsive methodologies, and data-informed healthcare delivery, GEI and CLEAR PCA have sparked dialogue among practitioners, academics, and policy makers. Examples such as the evaluation of the Lady Health Worker Program have demonstrated how the strategic use of data can inform policy reforms and strengthen service delivery. While nascent but growing, this community is gradually connecting isolated pockets of M&E practice and building momentum across sectors. Ongoing efforts are focused on strengthening these linkages and cultivating a more cohesive and vibrant ecosystem for evidence-based governance.

Ensuring Cross-Sectoral Impact. CLEAR-PCA's cross-sectoral approach ensures that M&E practices are aligned with Pakistan's national development priorities - such as health, climate resilience, education, and gender equity. Evaluations of programs like Hepatitis Control have informed more effective resource allocation at provincial and district levels. Targeted workshops focused on gender-responsive evaluation methodologies have also helped embed more inclusive and equitable practices into policy design and assessment. These initiatives align with GEI's commitment to advancing gender-responsive and climate-aware evaluation systems, ensuring that evidence informs policy solutions that are both equitable and sustainable.

Key Achievements

-  **Capacity Building at Scale:** Over 3,200 individuals—including 2,800 civil servants—trained in M&E tools, impact evaluation, cost-benefit analysis, and gender-responsive methods across key sectors.
-  **Institutional Diagnostics:** System assessments conducted with the Planning Commission and the Punjab Health Department led to concrete recommendations for strengthening data systems and oversight structures.
-  **Policy Influence:** Evaluative work, including the Lady Health Worker case study, informed improvements in program design and delivery.
-  **Sustained Partnerships:** Long-term MoUs with key institutions are embedding M&E into routine practices and supporting ongoing capacity building.
-  **Knowledge Exchange:** Thematic workshops and webinars advanced dialogue on AI in evaluation, gender, and climate-responsive program design.

Looking Ahead

Building on strong demand and foundational reforms, GEI will continue to support national and provincial partners to institutionalize M&E practices. This includes completing diagnostic studies, expanding cross-sectoral evaluations, and deepening gender-informed approaches. These efforts will further embed a culture of evidence in public policy and enhance Pakistan's capacity to deliver results.

Partners & Collaborations

Gender and Equity Network South Asia (GENSA)

Tanzania



Results at a glance

| | |
|--|--|
| M&E system building, legal and policy tools | National Evaluation Guidelines, Plan, and Manual developed and validated |
| Capacity assessments | National Evaluation Capacity Readiness Assessment conducted |
| Capacity building | 130+ participants engaged across national and regional training |
| Country-led evaluations | Supported design of ASDP II evaluation with the participation of 13 ministries |
| Regional learning | Took part in MEL Week and Equitable Evaluation training |

Timeline of GEI engagement

| | |
|-------------|--|
| 2023 | <ul style="list-style-type: none">• Co-creation workshops for Evaluation Plan and Guidelines• MEL Week and Evaluation for Equitable Development Workshop |
| 2024 | <ul style="list-style-type: none">• Validation Workshops for Plan and Guidelines• Inception Report for Capacity Readiness Assessment• Country-led Evaluation Planning Workshop - ASDP II |
| 2025 | <ul style="list-style-type: none">• National Evaluation Capacity Readiness Assessment• M&E Academy pilot for implementing agencies and PIUs of the World Bank projects |

Country Program Overview

GEI's engagement in Tanzania supports government-led efforts to build a stronger, more coherent M&E system, institutionalize evaluation practices, and embed evidence-informed policy making into national governance. This work is anchored in a strategic partnership with CLEAR Anglophone Africa (CLEAR-AA) and the Prime Minister's Office - Policy, Parliament and Coordination (PMO-PPC), through the Performance Monitoring and Evaluation Division (PMED). This collaboration supports national efforts to establish a coherent, standardized, and sustainable M&E system. Initial efforts focused on co-developing foundational evaluation tools—including the National Evaluation Plan, Guidelines, and Manual - to establish a standardized basis for public sector evaluations. This work is part of the GEI's broader mission to strengthen national M&E systems through country-led, context-specific approaches. Through regional partnerships and platforms such as CLEAR-AA, IPDET, and BetterEvaluation.org, Tanzania is gaining access to global knowledge and innovative practices that support evidence-informed decision-making.

As Ms. Sakina Mwingimkuu, Director of Performance Monitoring and Evaluation at the Prime Minister's Office, observed: **"Collaborating with CLEAR-AA has been a turning point for a lot of monitoring and evaluation work in Tanzania. Their support is going to change the way we do business in government."**

Building on this foundational collaboration, the country program has expanded into deeper institutional assessments, country-led evaluation design and implementation support (notably in the agricultural sector), and increased capacity-building efforts through both national training and participation in regional learning events such as MEL Week. The program reflects a long-term commitment to equipping Tanzanian institutions with the frameworks, skills, and partnerships needed to promote a culture of evidence and accountability.

"Now, people are asking for reports, asking for results," Ms. Mwingimkuu added. "They want to make decisions based on evidence. This cultural shift is a major win."

A key outcome of this partnership has been a cultural shift within the Tanzanian government, where monitoring and evaluation are increasingly seen not just as reporting tools, but as essential mechanisms for driving evidence-based decisions and improving service delivery.

Key Achievements

Development of Evaluation Infrastructure

In 2022, the establishment of the Performance Monitoring and Evaluation Division (PMED) under the Prime Minister's Office marked a milestone in institutionalizing and coordinating M&E efforts across government sectors. In 2023-24, CLEAR-AA supported PMED in designing and validating Tanzania's National Evaluation Plan and National Evaluation Manual. These foundational tools provide a standardized framework for planning and conducting evaluations across the public sector.

National Evaluation Capacity Readiness Assessment (NECRA)

CLEAR-AA supported a diagnostic of Tanzania's national M&E ecosystem through a two-phase assessment. An inception report was completed in July 2024, followed by a full NECRA exercise in FY25, led by CLEAR-AA, PMED, the UONGOZI Institute, and UNICEF Tanzania. The assessment is informing the development of a nationwide strategy to strengthen M&E capacity across the public sector. Co-design of Country-Led Evaluation for ASDP II

In December 2024, a planning workshop brought together 27 government stakeholders across 13 ministries to co-design terms of reference for the national Agricultural Sector Development Programme Phase II (ASDP II). The workshop included a capacity-building component focused on managing and commissioning evaluations.

Training and Capacity Building (130+ participants)

- 70 participants trained on equitable evaluation during MEL Week
- 34 participants in validation workshops for the Evaluation Plan and Guidelines
- 27 participants in ASDP II Evaluation Workshop

Beyond these recent sessions, capacity building has reached a broader scale. Since 2019, over 300 government officials from national and subnational levels have participated in CLEAR-AA-supported M&E trainings, significantly expanding practical skills and awareness of international standards such as the OECD DAC criteria and equitable evaluation principles.



Regional Knowledge Sharing and Gender Focus

GEI contributed to Tanzania’s MEL Week in 2023, with sessions on gender-responsive evaluation and sustainability. These engagements helped deepen local understanding of equity and inclusion in evaluation practices. In 2024, Tanzanian officials also participated in a learning visit to South Africa’s Department for Planning, Monitoring, and Evaluation, enabling peer exchange and practical insights into operationalizing national M&E systems.



Piloting the M&E Academy for World Bank Project Teams

In FY25, Tanzania served as the pilot country for the new M&E Academy for implementing agencies and PIUs of the World Bank projects. Multidisciplinary teams composed of government officials and technical experts engaged in implementing World Bank-financed projects. The Academy offers a structured training curriculum and mentoring program tailored to country contexts, with dedicated modules on project-level M&E, adaptive learning, and operations in fragile settings.

Looking Ahead

Tanzania has established strong institutional foundations for a robust and sustainable M&E ecosystem. With validated national frameworks and increasing government leadership in evaluation, upcoming efforts will shift from planning to implementation, focusing on the following priorities:

- Operationalizing the National Evaluation Plan through the rollout of priority evaluations and integration into planning cycles.
- Expanding training and mentorship, including through the M&E Academy, to strengthen skills across ministries, agencies, and local governments.
- Deepening the use of evaluation for learning and decision-making, especially in cross-cutting areas such as gender, equity, and climate change.
- Customized training initiatives, including: a tailored program for technical officials in central and sectoral ministries; a capacity development program for commissioners of evaluations; and an evaluation capacity development program for policy and decision-makers.
- Conceptualizing a Government-Wide Integrated M&E Information System (GWIMEIS) to strengthen evidence generation and coordination across Tanzania’s public sector.
- Gender-responsive budgeting and planning training workshop for public sector planners.

Tanzania’s partnership with GEI will continue to strengthen national systems through South-South learning, tailored capacity building, and the integration of evidence into policy and planning. These efforts signal Tanzania’s continued momentum toward a resilient and evidence-driven governance system.

Partners & Collaborations

- **UONGOZI Institute - Supporter of NECRA**
- **UNICEF Tanzania - Supporter of NECRA and institutional development**
- **DEval (Germany) - Partner on ASDP II evaluation planning**
- **Government of Finland - Support of the ASDP II and capacity-building training**
- **World Bank project teams - Engaged through the M&E Academy pilot initiative**
- **Ford Foundation - Supported the Equitable Evaluation workshop during MEL Week**

Uganda



Results at a glance

| | |
|-------------------------------------|---|
| M&E system strengthening | Uganda's first National Evaluation Plan (NEP) developed, fully costed, and aligned with NDP III |
| Policy framework | National M&E Policy review process initiated. Issues Note produced to inform revisions addressing cross-cutting themes |
| Capacity assessment | Comprehensive individual capacity assessment conducted across public and NGO sectors. |
| Systems design | National Evaluation Capacity Development Concept Note and NEP Co-Creation Template implemented. |
| Coordination and strategy | Country Program Strategy/Document completed, consolidating GEI/CLEAR-AA support; inclusive consultations held across five program clusters. |

Timeline of GEI engagement

| | |
|-------------|---|
| 2023 | <ul style="list-style-type: none">• Concept Note on Evaluation Capacity Development developed• National Evaluation Plan Co-Creation Template prepared• Individual M&E Capacity Assessment initiated |
| 2024 | <ul style="list-style-type: none">• National Evaluation Plan developed and fully costed• Cluster consultations and Issues Note for M&E Policy review completed• Individual Capacity Assessment study completed• Country Program Strategy/Document completed• Gender and inclusion diagnostic based on Uganda's VNRs conducted |
| 2025 | Gender-responsive planning and budgeting training is scheduled for FY25 |

Country Program Overview

Uganda's collaboration with the Global Evaluation Initiative (GEI) began in early 2023 through its regional partner CLEAR Anglophone Africa (CLEAR-AA), with technical support from UNICEF Uganda country office and the East and Southern Regional Office of UNICEF in Nairobi, Kenya. The program responds to the Government's ambition to institutionalize evaluation and evidence use in policy making, especially under the leadership of the Directorate for Monitoring, Evaluation and Inspection (DMEI) in the Office of the Prime Minister.

Initial efforts focused on establishing strategic foundations for long-term reform. These included the development of a National Evaluation Capacity Development Concept Note, a participatory co-creation template for the National Evaluation Plan (NEP), and a nationwide individual M&E capacity assessment. The co-creation template for the NEP catalyzed a country-led collaborative process that resulted in Uganda's first costed NEP—a landmark achievement co-developed with line ministries and aligned with the country's Third National Development Plan (NDP III).

A key element of GEI's approach in Uganda was to foster national ownership by empowering the Office of the Prime Minister and key ministries to lead the NEP process. This emphasis on local leadership aligned with global principles, including the 2022 Turin Agenda, and ensured lasting institutional commitment.

In 2023 and 2024, this collaboration deepened through inter-ministerial cluster consultations that informed the finalization of the NEP and an Issues Note forming the technical basis for revising Uganda's National Public Sector M&E Policy. The participatory co-creation process ensured that the 20 evaluations outlined in the NEP were country-led and aligned with national priorities. It also created space for inclusive dialogue on cross-cutting themes such as gender, inclusion, youth, and climate resilience.

In 2018 and 2019, CLEAR-AA helped deepen stakeholder engagement by training civil society organizations (CSOs) in the Theory of Change and facilitating collaboration with the Ministry of Health. This work enhanced the role of CSOs in Uganda's M&E ecosystem and contributed to a more inclusive and responsive evaluation system.

Meanwhile, the M&E Capacity Assessment (2023/24) provided diagnostic insights across public and NGO sectors, forming the basis for a targeted strategy to building Uganda's M&E skills and infrastructure. As part of its regional knowledge leadership, CLEAR-AA contributed to the publication "Equitable Evaluation: Voices from the Global South," featuring Uganda's experience. It also led a diagnostic review of Uganda's VNRs, assessing how gender and equity are addressed in reporting. A gender-responsive planning and budgeting training is planned for early FY25.

This work is part of the GEI's broader mission to strengthen national M&E systems through context-specific, country-led approaches. As part of this global partnership, Uganda benefits from GEI's integrated systems methodology and access to global platforms such as CLEAR-AA, IPDET, and BetterEvaluation.org.

As Mr. Timothy Lubanga, Commissioner for M&E in the Office of the Prime Minister, reflected:

"This marks a watershed moment in the history of evaluation... a development that not only defines evaluations aligned to the national development plan but also sets a new trajectory for future transparency and accountability."

This holistic and inclusive approach—integrating policy reform, evaluation planning, capacity building, and equity—has enabled Uganda to stand out in the region as a model of evidence-informed governance.

Key Achievements

- **Co-Develop National Evaluation Capacity Development Strategic Framework:** A strategic framework guiding three core reforms: creation of a National Evaluation Plan (NEP), review of the National M&E Policy, and an M&E capacity assessment.
- **Participatory NEP Co-Creation and Finalization:** GEI provided tools and facilitated inclusive workshops, enabling ministry-led development of Uganda's first NEP, which aligned 20 program areas with national development priorities.
- **Operationalizing the NEP through Detailed Costing:** The NEP was fully costed, outlining the types of evaluations to be conducted, implementation phasing, and budgeting guidelines, ensuring effective and feasible implementation.
- **Promoting Equity-Focused Evaluation Leadership:** CLEAR-AA's regional publication and Uganda's diagnostic on inclusion in VNRs are shaping equitable evaluation approaches. **M&E Capacity Assessments (2023–2024):** Comprehensive diagnostic studies carried out to inform ongoing system strengthening.
- **Monitoring and Evaluation Systems Analysis (MESA):** Conducted in 2020–2021, the MESA served as a foundational diagnostic that revealed systemic gaps and informed the direction and content of the NEP.
- **Policy Reform through Consultation:** GEI supported inter-ministerial cluster consultations that informed an Issues Note, forming the technical basis for revising the National M&E Policy.
- **Strategic Documentation and Visibility:** A Country Program Document summarized Uganda's M&E journey and GEI's role, highlighting Uganda as a continental leader in institutionalizing evaluation.

Looking Ahead

Uganda has laid strong foundations for a resilient, country-led M&E ecosystem. With key policy instruments and institutional assessments in place, the next phase will focus on implementation and system strengthening, including:

- Revising National Public Sector Monitoring and Evaluation Policy.
- Updating the National Evaluation Plan to align with the National Development Plan IV and supporting its rollout.
- Conducting a diagnostic of the Uganda Evaluation Association and mapping the landscape of emerging evaluators to inform future support.
- Drafting a detailed policy implementation action plan to guide coordinated M&E efforts across sectors.
- Designing a blended learning course (in-person and online) on public sector M&E, in partnership with Makerere University, Uganda Management Institute, and the Office of the Prime Minister, aimed at building government staff capacity.

Uganda's continued engagement with GEI ensures access to global knowledge, virtual learning, and South–South exchange—strengthening its path toward a resilient and dynamic evaluation ecosystem.

Partners & Collaborations

- UNICEF Uganda
- Ford Foundation

Uzbekistan



Results at a glance

| | |
|---|---|
| MESA and its validation | Gaps in Uzbekistan's M&E practices identified, and validated through a MESA exercise. |
| Capacity Strengthening Plan | Short-, medium-, and long-term plan to strengthen Uzbekistan's M&E framework designed. |
| Development of an M&E decree | M&E Decree developed to institutionalize evaluation in government |
| Capacity Building Through Workshops and Consultations | Capacity-strengthening plan introduced tailored tools and training |
| Development of an M&E section in the Strategic Planning Decree | The Strategic Planning Decree embeds evaluation components that set minimum M&E standards and support policy reform |
| Integration of KPIs into the Uzbekistan-2030 Strategy | 300+ KPIs added to the Uzbekistan-2030 Strategy for accountability |

Timeline of GEI engagement

| | |
|-------------|---|
| 2023 | <ul style="list-style-type: none">• Launched the Monitoring and Evaluation Systems Analysis (MESA) in collaboration with ASR• Training on 'Evidence, Monitoring & Evaluation' |
| 2024 | <ul style="list-style-type: none">• March 2024: Capacity Strengthening Plan developed• April 2024: Guidelines developed for Strategy & Policy Design• October 2024: Development of draft M&E Decree• October 2024: Integration of Monitoring-Based KPIs into Uzbekistan 2030 Strategy• December 2024: Development of the Evaluation Section of the Presidential Strategic Planning Decree |

Country Program Overview

GEI supports countries to make better decisions through better evidence. In Uzbekistan, this support was delivered through the Center for Learning on Evaluation and Results for Pakistan and Central Asia (CLEAR-PCA), a GEI implementing partner. CLEAR-PCA and GEI launched a strategic engagement in Uzbekistan to strengthen the country's M&E systems. This program featured close collaboration with key stakeholders, including the Agency for Strategic Reforms (ASR) under the President's Office, and the International Strategic Center for Agri-Food Development (ISCAD).

Aligned with GEI's vision of 'Better Evidence, Better Policies, Better Lives,' this engagement supports Uzbekistan's transition to more evidence-informed governance. Applying a systems approach, GEI worked to strengthen institutional capacity through tailored, context-specific solutions. The program began with an in-depth analysis of the existing M&E ecosystem in Uzbekistan. This initial phase involved extensive consultations with various ministries, civil society groups, think tanks, local administration leaders, and development partners to understand the current state of M&E systems, identify gaps, and explore opportunities for improvement. This helped reduce fragmentation in the evaluation system and led to a more coordinated, strategic approach to M&E policy design and reform.

Based on the results of this analysis, CLEAR-PCA organized a series of workshops designed to build capacity and foster a culture of evidence-based policy making. Activities included interactive sessions to train senior government officials on the importance of using M&E evidence in policy making and implementation. The workshops emphasized the significance of M&E, theories of change, and the use of evidence throughout the policy cycle.

These sessions aimed to strengthen officials' capacity to apply M&E in practice and contributed to a broader shift toward more evidence-informed policy development. CLEAR-PCA's introduction of results-based monitoring and key performance indicators helped catalyze a fundamental change in how government ministries conceptualize success and accountability. Previously focused on activity completion, ministries are now adopting outcome-based frameworks to measure impact. This sparked growing demand across ministries for further guidance and tools, reflecting a strong appetite for structured performance measurement.

A critical component of the engagement program was the development of formal policy frameworks and guidelines. CLEAR-PCA provided technical assistance and advice to the ASR to draft the Monitoring and Evaluation Decree, aimed at establishing robust mechanisms for evaluating strategic plans.

The MESA diagnostic, co-developed with ASR and ISCAD, provided critical insights to integrate key performance indicators (KPIs) into national strategies, including the Uzbekistan-2030 Strategy. This helped track progress toward national targets and improve accountability in governance.

"CLEAR-PCA's approach emphasized performance indicators and results-based monitoring, leading to a fundamental shift in our thinking." – Kurbanov Bekzod Bakhromovich, Head of Monitoring and Evaluation of Ongoing Reforms at the Agency for Strategic Reforms under the President of the Republic of Uzbekistan.

The engagement also supported the development of a comprehensive Capacity-Strengthening Plan to equip government stakeholders with international best practices in M&E. Presented to ASR, the plan contributed to embedding M&E practices within Uzbekistan's policy processes. It also informed new policy frameworks that are laying the foundation for long-term M&E institutionalization.

Over the two-year engagement, CLEAR-PCA provided strategic analysis, capacity building, policy support, and guidance on integrating evidence-based practices into national strategies. These efforts collectively strengthened the effectiveness of national programs and promoted a more evidence-informed approach to public sector management in Uzbekistan.

Key Achievements

-  **Uzbekistan MESA Project:** The MESA was a highly participatory diagnostic, developed with ASR and ISCAD, that engaged multiple national stakeholders through regular consultations. It served as a foundational analysis of the country's monitoring, evaluation, and learning systems, identifying capability gaps and informing subsequent strategies to build a stronger M&E framework.
-  **Capacity Strengthening Plan:** A detailed Capacity Strengthening Plan was developed and presented to ASR, contributing to the draft M&E Decree. The plan equips stakeholders with international best practices, including training (e.g., the adapted PRIME course), technical support, and guidelines for ex-post policy evaluation. It promotes a whole-of-government approach, sets quality standards, and embeds evaluation in decision-making processes. The plan also includes a national evaluation framework to monitor strategic goals and stimulate public discourse on evaluation's value. Additionally, it maps existing capacities and resources, laying the groundwork for sustained, government-led evaluation of major policies.
-  **Development of an M&E Decree for Uzbekistan:** The Monitoring and Evaluation Decree was drafted in collaboration with ASR to establish robust mechanisms for monitoring and evaluating strategic plans and public policies. It institutionalizes M&E within the government's policy framework, ensuring that evaluations are systematically conducted and inform decision-making. The decree outlines principles, standards, and procedures for evaluating public programs, and supports capacity building through training, technical support, and practical guidelines. It also embeds M&E in strategic planning processes to align evaluations with national development goals and enable more effective progress tracking.
-  **Integration of Monitoring-Based KPIs into the Uzbekistan-2030 Strategy:** The Uzbekistan-2030 Strategy aims to halve poverty by 2026 and achieve upper-middle-income status by 2030. GEI, through CLEAR-PCA, provided advisory support to strengthen evidence-based indicators and results frameworks. This contributed to the government's integration of over 300 KPIs into the strategy, enabling measurable progress tracking and improved accountability in governance.
-  **Development of the Evaluation Section of the Presidential Strategic Planning Decree:** The development of the evaluation section of the Presidential Strategic Planning Decree aims to establish minimum standards for M&E practices within Uzbekistan's strategic planning framework. As part of broader planning reforms, it paves the way for legislative changes and ensures systematic evaluation of policies and programs. By embedding evaluation practices into strategic planning, it aims to enhance policy effectiveness and accountability and is now guiding reforms in strategic planning processes, with clear roles for evaluation in national programs.
-  **International Recognition:** Uzbekistan's M&E journey was showcased at the 2024 National Evaluation Capacities (NEC) Conference in Beijing. Facilitated by GEI and CLEAR-PCA, the country's presentation received wide attention for its rapid progress and integration of evaluation into national policy frameworks. This recognition positioned Uzbekistan as an emerging leader in evidence-based governance in the region.

Partners & Collaborations

- Agency for Strategic Reforms (ASR) under the President of the Republic of Uzbekistan
- International Strategic Centre for Agri-Food Development (ISCAD)
- EU ASK Facility

Looking Ahead

Uzbekistan is advancing key initiatives to strengthen its monitoring, evaluation, and learning systems. Both the Strategic Planning Decree and the draft Presidential M&E Decree are under development, with formal approval pending. These include new decrees, strategic plans, and capacity-building efforts.

The Strategic Planning Decree will lay the foundation for establishing robust M&E structures across the government. In parallel, the Monitoring and Evaluation Decree will be further developed to institutionalize M&E practices across sectors, ensuring systematic evaluation of policies and programs and enabling more data-driven decision-making. Together, these two forthcoming decrees will anchor Uzbekistan's long-term M&E infrastructure, embedding evaluation within national planning and supporting a more results-focused approach to public sector management.

Finally, the Evaluation section of the Presidential Strategic Planning Decree will define minimum M&E standards and facilitate legislative reform. By embedding evaluation into national planning processes, this framework will enhance accountability, oversight, and the overall impact of public policies. Together, these reforms will embed M&E in policy cycles and are expected to enhance service delivery, transparency, and long-term development outcomes.



global
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