



The Global Evaluation Initiative Progress Report

July - December 2024

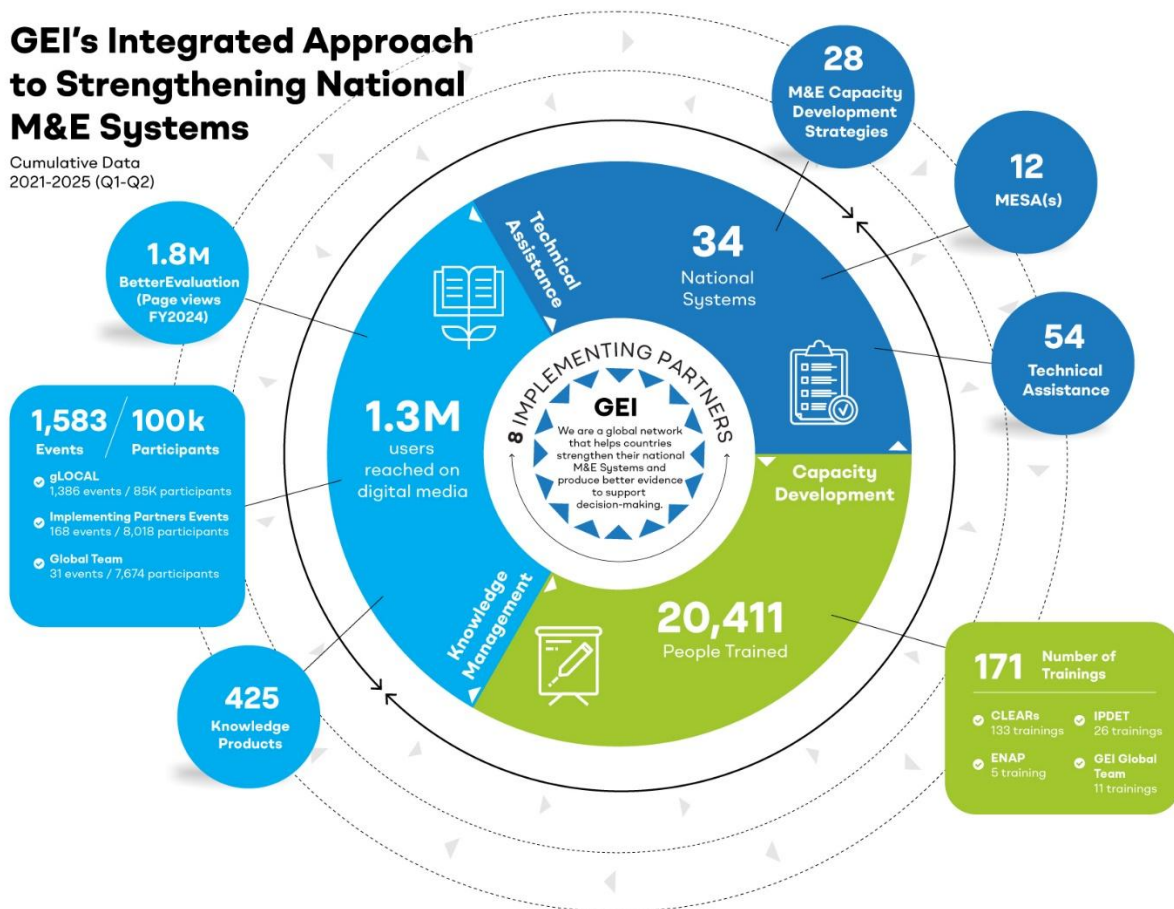
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GEI Cumulative Results (2021 – 2025)

The infographic below highlights the Global Initiative’s (GEI) impact from 2021 to mid-2025, showcasing achievements in capacity development, technical assistance, and knowledge management. GEI has strengthened monitoring and evaluation (M&E) systems in 34 countries, built capacity for over 20,000 people through 171 training sessions, and engaged 1.3 million users online. Having delivered 54 technical assistance programs, 28 capacity development strategies, and 425 knowledge products, GEI continues to improve the M&E field across the developing world.

Figure 1: Cumulative Results of GEI network



Executive Summary

During the second half of 2024, GEI advanced its strategy around three interrelated pillars: country partnerships, training and professional development, and knowledge and communications. These components continue to reinforce one another and work in tandem to strengthen national M&E systems and capacities.

Country partnerships remain central, with GEI delivering targeted support in 22 countries through diagnostics, policy dialogue, and technical assistance. Brazil's M&E diagnostic assessed 43 government entities, while Pakistan identified key system-strengthening opportunities. Country-led evaluations in Mozambique, Cabo Verde, Burkina Faso, and Tanzania informed decision-making, while policy progress in Eswatini and Uzbekistan institutionalized M&E at the national level.

During the reporting period, GEI finalized its Evaluation Competency Framework to standardize evaluator capacity building across the network. The International Program for Development Evaluation Training (IPDET) 2024 Program convened 165 participants from 65 countries in Switzerland, offering expert-led workshops. Regional and country-level programs continue to equip evaluators and policy makers with the skills needed for rigorous, policy-driven evaluations.

Knowledge and communications efforts have further positioned GEI as a global leader in evaluation. The BetterEvaluation platform engaged a growing audience, while the UNDP NEC Conference in Beijing brought together over 500 participants from more than 100 countries, leading to the adoption of the [Beijing Action Plan](#) aimed at strengthening evaluation systems worldwide.

GEI integrates cross-cutting themes—including gender, youth, climate, and M&E in fragile, violent, and conflict-affected (FCV) settings—into its work. Recent initiatives include assessing just transition policies in Brazil and climate finance impact evaluations in Senegal and Burkina Faso. In FCV settings, such as in DR Congo and Benin, among others, GEI-supported evaluations have enhanced policy resilience, reinforcing M&E as a tool for effective governance.

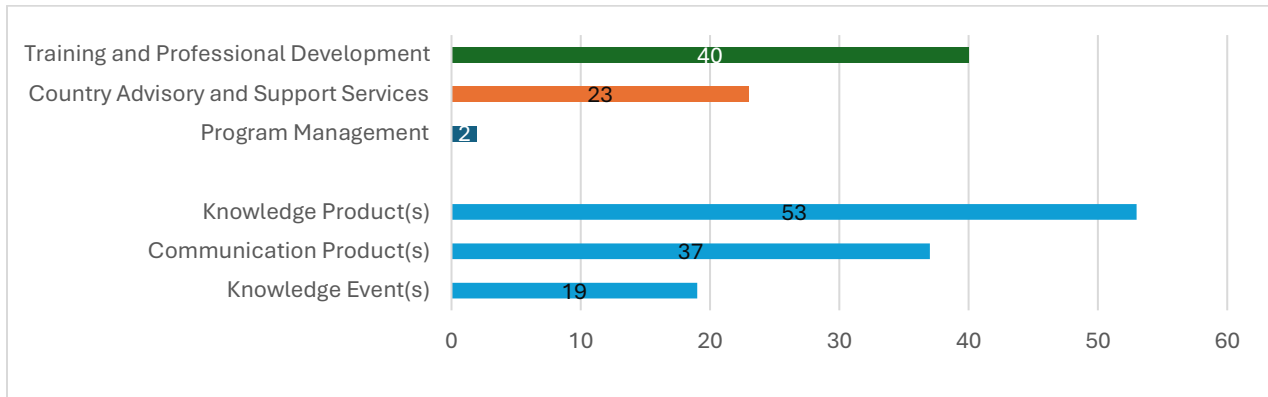
GEI continues to leverage donor resources strategically, ensuring efficient management and high-impact interventions. To date, GEI has delivered 54 technical assistance programs, 28 capacity development strategies, trained over 20,000 people through 171 structured training sessions, and 425 knowledge products, significantly strengthening global evaluation ecosystems. An external evaluation of GEI's first phase is currently underway, reinforcing its commitment to transparency, learning, and continuous improvement.

As GEI nears the completion of its five-year cycle, its strategic pillars have proven essential to strengthening national M&E systems. By acting as a facilitator and enabler, GEI has fostered sound evaluation systems that drive better governance and evidence-based policy making. GEI is positioned strongly for its next phase, GEI 2.0, ensuring its continued role in embedding evaluation at the heart of decision-making for sustainable development.

GEI Activities Summary – July to December 2024

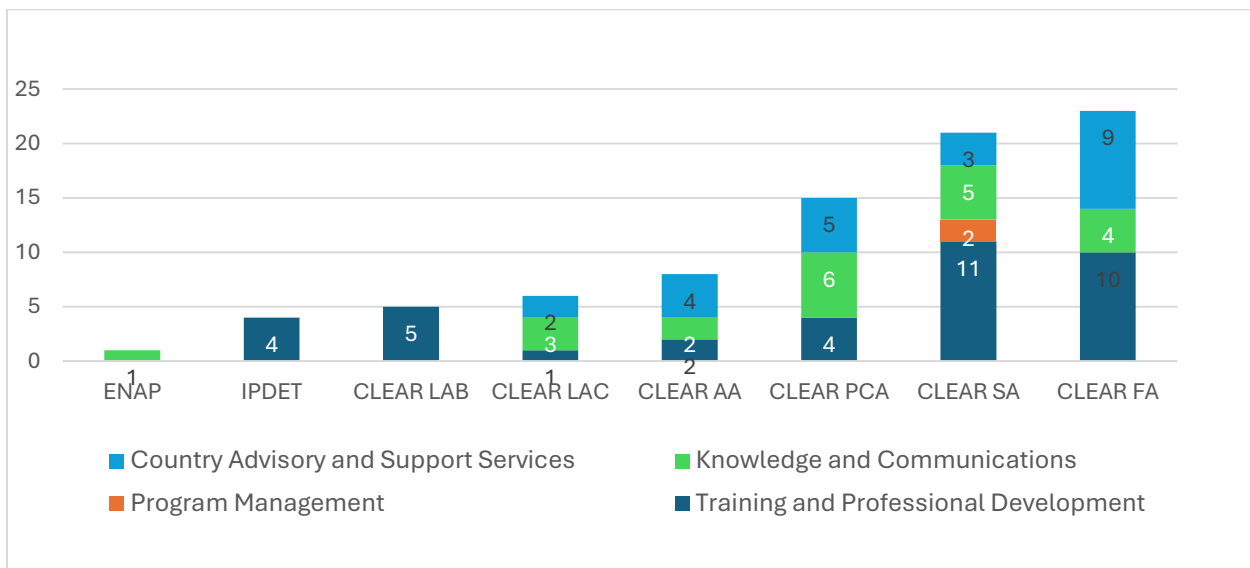
The GEI Network delivered a total of 175 activities in the last six months of 2024 with a significant amount of those in knowledge and communications.

Fig. 2: GEI activity types



Note: Program management includes resources mobilized and agreements/MOUs signed with governments, development partners, etc.

Fig. 3: Summary of activities by implementing partner

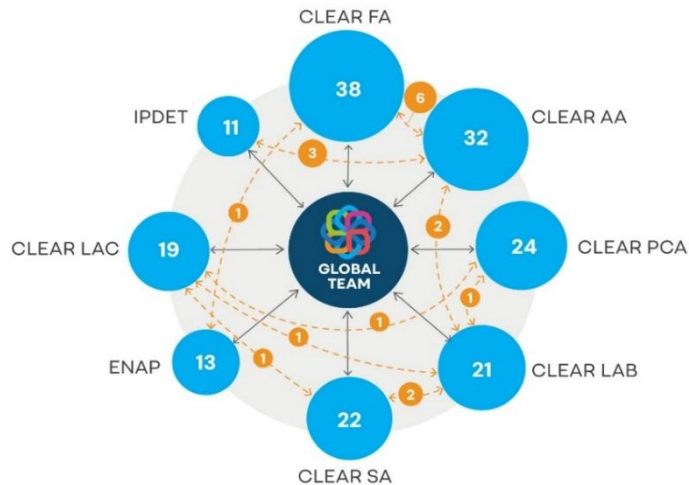


Collaboration within and outside the GEI Network

Collaboration within the GEI Network and with external organizations, including GEI’s associate partners, has been strong and continues to grow. Within the network, there is a clear shift toward deeper engagement, with 148 instances of co-designing or co-implementing activities (“Level 2” collaboration) compared to 52 instances of joint planning or brainstorming (“Level 1” collaboration). Meanwhile, collaboration with partners outside the network is more evenly split between these two levels. This balance reinforces GEI’s role as a hub for generating ideas, planning interventions, and driving results across the ECD space.

Figure 4 below illustrates the collaboration dynamics within the GEI Network, showcasing interactions between the Global Team and implementing partners (CLEAR centers, École Nationale d'Administration Publique (ENAP), and IPDET) and collaborative arrangements among partners.

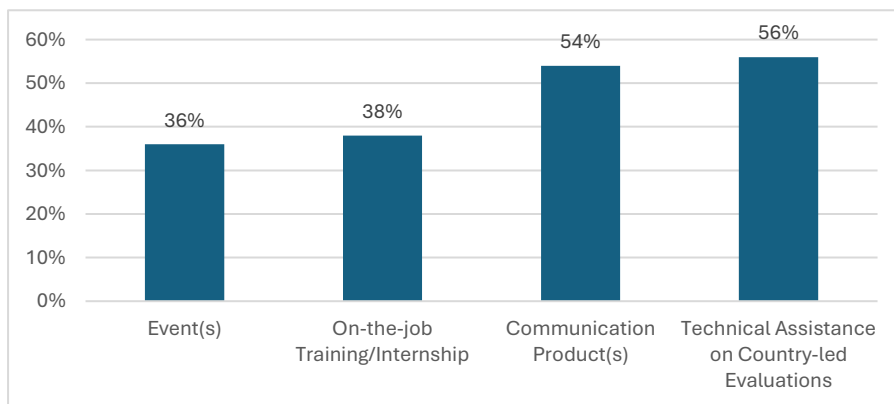
Fig. 4: Collaboration within the GEI network



The numbers in the bubbles indicate the volume of collaborative instances with the Global Team while arrows and the numbers adjoining them indicate who and how many times a given partner collaborated. CLEAR-FA (38), CLEAR-AA (32), and CLEAR-PCA (24) have had the strongest level of collaboration with the Global GEI Team.

Collaboration data (Figure 5) shows a strong focus on co-design and co-implementation, with technical assistance on country-led evaluations and communication products leading at 56% and 54%, respectively, driven by 83 instances of joint work. Furthermore, in the past year and a half, since GEI began tracking collaboration, the network's collaboration has increased by over 150%¹.

Fig. 5: Activity types showing highest levels of collaboration



Note: Event(s) include: - BBLs; Conferences (active Participations such as panelist, speaker etc); Knowledge Exchange Mission/ Peer Learning Trip/ Study Tour; Webinar for knowledge dissemination; Seminars

¹ From 18 instances of collaboration in Q1FY24 to 45 instances in Q2FY25

1. Country Advisory and Support Services

Country Advisory and Support Services Intended Outcome

Support countries and implementing partners in strengthening country M&E systems through partnerships and country work, providing technical and advisory services, generating ECD knowledge and tools, and offering mentorship and guidance.

GEI works to strengthen national evaluation systems and practices. Between July and December 2024, GEI implemented 23 activities in 22 countries supporting national M&E systems and capacities for evidence-based policy making.

GEI country strategies build on country needs, ongoing public sector reforms and encourage multi-stakeholder partnerships. They provide comprehensive, phased and systematic support based on dialogue and partnerships with governments and evaluation capacity development providers. Over the reporting period, GEI country activities included diagnostics, support to country-led evaluations and technical assistance for national M&E policies and legislation, tools and data systems.

1.1 Country M&E Diagnostics

GEI implementing partners conducted diagnostics of national evaluation systems to strengthen evaluation practices. These assessments identify strengths and gaps and provide roadmaps for enhancing evaluation ecosystems. The diagnostics highlight opportunities for improving M&E processes and capacity-building activities, promoting evaluation-based policy making and enhancing the quality and impact of evaluations. A few examples of this work include:

- **Brazil:** A comprehensive diagnostic of the national evaluation system has recently been completed, marking a critical step toward strengthening the institutionalization of evaluation practices in Brazil. CLEAR-LAB examined how evaluations are integrated into policy planning, budgeting, and decision-making processes at both national and subnational levels. The MESA tool provided a structured framework for assessing Brazil's evaluation system, offering insights into its maturity and functionality. Overall, 43 government entities, including the national government, 27 states, and 15 municipalities were analyzed, mapping out existing governance structures, legal frameworks, and institutional capacities for M&E. Based on these assessments, an evaluation framework with four levels of institutionalization was proposed to strengthen the country's evaluation ecosystem. Its completion marks a significant milestone in Brazil's efforts to institutionalize evaluation, reinforcing a commitment to transparency, accountability, and evidence-based decision-making. Next step for Brazil is implementing the MESA recommendations, with a focus on the national ecological transition plan and climate methodologies. Some recommendations are currently being implemented. For example, technical assistance was provided to the Regional Government of São Paulo between 2024 and 2025, resulting in the enactment of its policy evaluation framework.

- Pakistan: CLEAR-PCA completed the first draft of a MESA in Pakistan in collaboration with the planning commission. CLEAR PCA will use MESA findings to work on a capacity building plan with the government and provide support in implementing priority actions.

1.2 Country-led Evaluations

Country-led evaluations are being conducted to build evaluation capacity and generate evidence for informed decision-making. These evaluations involve participatory processes, collaborative workshops, and technical assistance to assess policy implementation. Efforts aim to institutionalize evaluation practices, promote evidence-based policy making, and enhance the quality and impact of national programs. The GEI network supports four country level evaluations during the reporting period:

- Mozambique: a pilot evaluation of the national water policy was conducted to build evaluation capacity and generate evidence to inform decision-making. Coordinated by the Ministry of Economy and Finance and the Ministry of Public Works, Housing, and Water Resources, with mentorship from CLEAR-LAB, this evaluation assessed key aspects of the policy, including water supply, sanitation, hydrographic management, and community awareness for responsible water use. Findings included partial implementation of existing infrastructure, budget discrepancies, missing baseline data, and lack of integrated information systems. Recommendations focused on strengthening information governance, such as developing a centralized data system, harmonizing methodologies, improving transparency, and revising the Theory of Change.
- Cabo Verde: The country is strengthening evidence-based policy making through evaluations of PEDS I (2017–2021) and PEDS II (2022–2026). The finalized PEDS I evaluation, developed with CLEAR-LAB, the National Planning Directorate, and the Ministry of Finance, assesses past policies and development goals. Several ministries have since integrated tools such as theories of change and detailed M&E plans into their routine policy processes. These developments have been complemented by the launch of a national online M&E platform, designed to support real-time monitoring and improve data-driven decision-making and accountability. This platform is now being used to track progress across all national programs under PEDS II.
- Burkina Faso: CLEAR-FA supported a national consortium of education partners in assessing the effects of a financial and social education program aimed at empowering young girls and women in conflict-affected regions. The evaluation report highlighted findings on how to improve the selection of participants, design and content of the education curricula, and incentives mechanisms to increase enrolment. In addition, in partnership with OECD's COVID-19 Global Coalition, CLEAR-FA continues to provide technical support to Burkina Faso's country-led evaluation of its COVID-19 response. This initiative is part of a broader collaboration between GEI and OECD, which provides technical and financial support to governments evaluating their national COVID-19 policy response.
- Tanzania: CLEAR-AA in collaboration with DEval and the GEI Global Team, is supporting the Government of Tanzania in the co-design and co-implementation of a country-led evaluation for the Agricultural Sector Development Program Phase Two (ASDP II). Two workshops were convened in December 2024 and February 2025 informing the evaluation Terms of Reference

(ToRs) for a country-led evaluation which is planned to start later in 2025. Additionally, the workshops had a capacity building component primarily on developing evaluation objectives, questions, methodology, and establishing the steering committee.

1.3 National M&E Policies and Legislation Support

Efforts to support national M&E policies and legislation are underway to enhance the alignment and effectiveness of M&E systems. These initiatives involve revising existing policies and drafting new legislation to ensure that M&E practices are integrated into policy planning and decision-making processes. Some examples of the work conducted at country level include:

- Eswatini: CLEAR-AA assisted the Ministry of Economic Planning and Development (MEDP) to develop Eswatini's first ever National M&E Policy aligned to National Development Plan (NDP). Once the policy is approved and implemented it will strengthen feedback loops where lessons from past programs through evaluations and monitoring reports are fed back into design of programs aligned to the NDP – ensuring relevance, efficiency and effectiveness. The Policy will not only be a tool for tracking performance but for shaping better, more relevant public policies and programs that reflect the country priorities and realities. Currently, the Policy is waiting for in-country validation and approval by Cabinet.
- Uzbekistan: In collaboration with the Agency for Strategic Reforms (ASR), CLEAR-PCA played a key role in drafting Uzbekistan's presidential M&E Decree, which mandates national institutions to build M&E systems and use evaluative evidence to inform policy making under the "Uzbekistan – 2030" Strategy. CLEAR-PCA supported this effort by conducting a comprehensive MESA to identify critical gaps, and organizing capacity-building workshops to better understand evidence-based policy making. This ongoing support has been central in shaping the strategic planning framework and advancing the government's long-term reform agenda.

1.4 National M&E Tools and Data Systems

Developing national M&E tools and data systems is geared toward enhancing evaluation processes and promoting evidence-based policy making. Initiatives undertaken by GEI implementing partners involve creating standardized assessment models, improving data access and quality, and designing public policy repositories. The goal is to streamline evaluation processes, strengthen institutional capacities, and ensure the systematic use of evidence in decision-making. Examples include:

- Brazil: CLEAR LAB is supporting the Ministry of Planning and Budget in the development of videos aimed at guiding users - especially public managers - in the use of the Public Policy Standardized Assessment Model (MAPP) tool. MAPP aims to streamline evaluation processes, enhance institutional capabilities, and promote the systematic use of evidence in policy-making. By providing a standardized approach to evaluating public policies, MAPP will support all federal government ministries in integrating evaluation into decision-making. This initiative is a significant step toward scaling up evaluation efforts across the federal government, reinforcing Brazil's commitment to evidence-based policy-making and strengthening evaluation capacities within public administration.
- India: At the national level, CLEAR SA's work is assisting the Development Monitoring and

Evaluation Office (DMEO) at NITI Aayog, the Government of India’s apex evaluation body. This partnership was renewed in 2024 through a three-year Statement of Intent (SOI). The most significant outputs of this collaboration are the “Best Practices Compendium on Outcome Budgeting” - a comprehensive guide for sub-national governments in India on developing an outcome-based budgeting system, based on international and national best practices - and the “Administrative Data Toolkit”, aimed to help M&E practitioners across ministries use administrative data more effectively to inform policy at scale. In addition, CLEAR SA has continued to train M&E specialists and directors in DMEO following a Training of Trainers (ToT) model, since the DMEO staff in turn is responsible to train 30+ million government staff in 28 states in India. CLEAR SA has also been providing 1:1 technical advisory and a series of hands-on workshops for senior M&E specialists and leadership at DMEO to help them conduct country-led evaluations of flagship Government of India schemes affecting 1.4 billion people across 28 States and 9 Union territories.

- Côte d'Ivoire: CLEAR-FA is advising the Ministry of Economy, Planning, and Development on designing the national public policy repository. A draft repository has been developed and is under review. Once completed, it will serve as a tool for developing national evaluation plans.

1.5 Country Dialogue

CLEAR Centers have worked with governments to strengthen national M&E systems. Through workshops and events, they provided platforms for dialogue, knowledge sharing, and capacity building to improve public management and policy evaluations. Some key highlights were:

- Dominican Republic: CLEAR-LAC and Deval provided advice on national M&E systems strengthening to the government. CLEAR-LAC conducted a high-level government workshop focused on the development of the National Monitoring and Evaluation System. The workshop provided a platform for dialogue based on assessments of M&E capacities and the 2023 National Evaluation Capacity Index (INCE), identifying key areas for improvement and established a future work agenda to strengthen the system.
- Guatemala: CLEAR-LAC supported the government in leveraging the results from the INCE and improve public management and policy evaluations. 85 participants from public sector institutions, academia, NGOs, and international organizations, attended a workshop to share knowledge and enhance evaluation practices.
- Senegal: CLEAR-FA and the French Development Agency organized a one-day national event in Senegal, bringing together 118 participants from government, academia, the private sector, and civil society. The event focused on the new government’s interest in result-based management and M&E, discussing the possibility of a national evaluation policy, allocation of budget for evaluations, and creating platforms for easier access to evaluations.

GEI implementing partners supported governments in using evaluation findings for policy making. By supporting the creation of national evaluation policies and legislation, improving national evaluation practices, standardizing assessment models, improving data access, quality, and use,

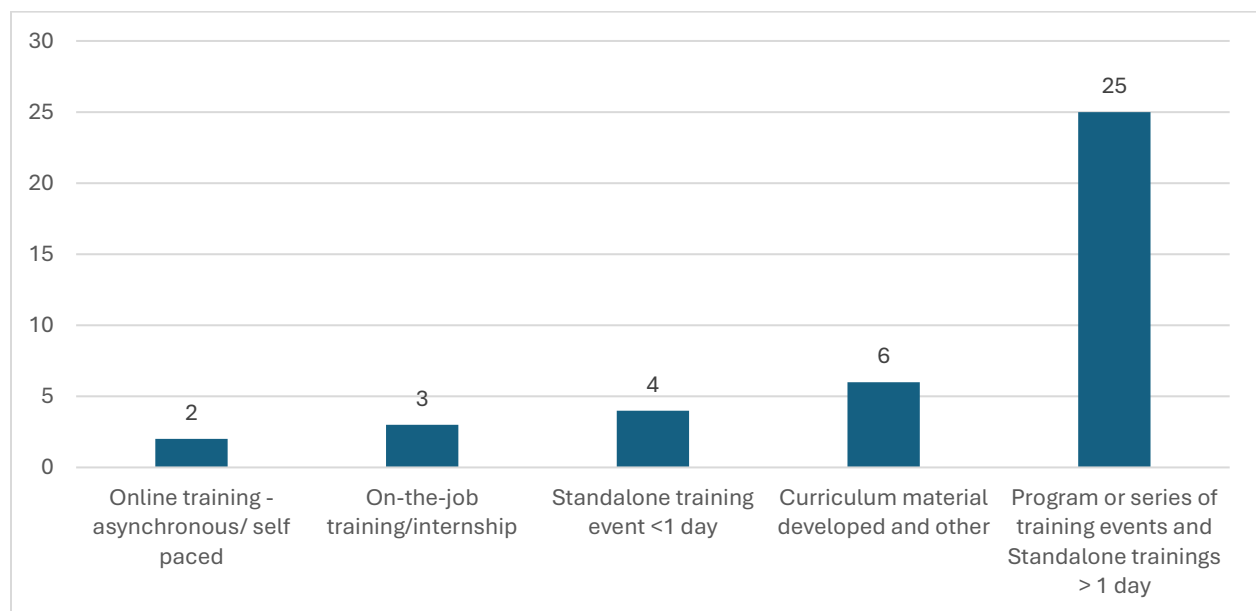
and integrating key knowledge products into governmental data governance frameworks, GEI is paving the way for systemic improvements in evidence-based policy making.

2. Training and Professional Development

Training and Professional Development Intended Outcomes
Building the skills and capacities of evaluators and M&E specialists in developing countries, fostering sustainable practices, and strengthening national M&E systems.

During the reporting period, the GEI Network conducted a wide range of training and professional development activities, reaching target audiences at global, regional, and country levels. Approximately 2,340 people benefited from these activities. Furthermore, the GEI Global Team completed the GEI Evaluation Competencies Framework, providing a standardized guide for network partners to align their training curricula with the professional development goals of evaluation stakeholders.

Fig. 6: GEI training and professional development activities delivered - Jul to Dec 2024



2.1 Evaluation Competency Framework

The GEI Evaluation Competency Framework defines the key areas of enhanced capacities, knowledge application, feedback and evaluation, and knowledge platform access to guide and benchmark evaluation competencies across the GEI Network. It is designed to support both training and professional development by helping users tailor training materials to specific competencies and guiding users to relevant resources on the BetterEvaluation platform for skill-building and career growth. The framework is structured around broad, high-level categories applicable to different types of evaluations, such as independent or embedded, and summative or formative. After



reviewing and mapping of seven existing competency frameworks (AEA, APEA, CES, SAMEA, UNEG, IDEAS, DPME), the team identified five key domains (professional, technical, managerial, interpersonal and contextual) further divided into twelve competency areas.

GEI Network partners were also engaged in curriculum development or improvement activities. CLEAR-LAB continues its partnership with FGV EESP in delivering a two-year master's program.

2.2 Global and Regional Training Programs

The IPDET 2024 on-site program took place in Bern, Switzerland from July 15-26, 2024. The pool of instructors included experts in the field of development evaluation and demonstrated a strong collaboration among GEI partners, IEG, DEval, GEF, CLEAR-AA, and ALNAP². A total of 165 individuals (117 in the core course and 135 in the workshops) from 65 countries participated in the 2024 program. GEI scholarships enabled 78 individuals from developing countries to access this training program. Half of these scholarships were awarded to government staff and parliamentarians (27%) and staff from international or regional multilateral organizations (23%) with the aim of enhancing on-ground monitoring and evaluation (M&E) capacity in developing countries. Of those, 69 attended the entire two-week program, while nine scholarship recipients attended the workshops only. The on-site program brought together a diverse group of participants, including academics, government officials, M&E practitioners, VOPEs, NGO representatives, and others.

The core course focused on the fundamentals of evaluation, providing participants with the knowledge and skills needed to conduct effective evaluations. The program's interactive sessions and practical exercises were designed to facilitate the application of knowledge acquired in real-world situations.

IPDET 2024 also included six expert workshops providing in-depth exploration of evaluation methods, tools such as machine learning, and key topics including the intersection of development and the environment, climate change and evaluations in fragile and conflict-affected contexts. The interactive and intensive format encouraged participants to engage, exchange insights, and share experiences. Additionally, an online expert workshop on indicator development was held in the fall of 2024.

IPDET also provided in-house training for the Islamic Development Bank (IsDB). Since 2023, the IsDB has cooperated with IPDET to develop its evaluation capacity. IPDET's 2024 in-house training on "Fundamentals of Evaluation" in Jeddah was attended by 26 evaluation specialists from this regional development bank³.

The GEI Global Team's convening role has paved the way for exciting new opportunities in global capacity building for GEI Network members. Over the past year, the GEI Global Team collaborated closely with IFAD's Strategy and Operations department to revive the Program in Rural M&E (PRiME). PRiME was an M&E training program designed for professionals in agriculture and rural

² Active Learning Network for Accountability and Performance

³ These trainings were paid for by IsDB and no GEI MDTF funds were utilized.



development, jointly conducted by IFAD⁴ and CLEAR-LAC from 2016 to 2019 (PRiME I & PRiME II). CLEAR-LAB was competitively selected by IFAD in November 2024 to lead the implementation of PRiME III. This global project will be executed in partnership with all GEI implementing partners and the GEI Global Team. GEI Network partners across all regions are now engaged in developing course content and delivering training sessions in developing countries.

2.3 Country Training

CLEAR centers continue to provide targeted training to stakeholders in their respective countries. CLEAR-SA developed a set of online M&E courses, impact evaluation, and data analysis aimed to train new public officers of the Government of India. These courses equip government officials with skills in evidence-based policy making, offering flexibility for participants to learn at their own pace. The program includes the MITx MicroMasters Program on data, economics, and policy design for Indian Administrative Service officers. The first training course was attended by 180 participants.

In Senegal, CLEAR-FA offered an online training course focused on the design and implementation of a M&E system. 22 participants from Senegal, (from the government sector, academia/research institutions, UN agencies, development partners, and independent consultants) enrolled in the program. The course covered essential aspects of M&E system design, including the development of frameworks, data collection methods, and analytical techniques. As an online offering, it provided flexible access, enabling professionals to enhance their skills and knowledge from any location.

In Pakistan, CLEAR-PCA delivered a policy skills and leadership workshop at the National School of Public Policy. A total of 34 government officials and other stakeholders attended the workshop which looked at real-world case studies to enhance leadership and policy-making skills and enable them to apply M&E practices effectively in their specific roles.

3.4 Hands-on Learning

The GEI Network provides young evaluators with practical learning, mentorship, and networking opportunities to strengthen their career prospects. During this period, the CLEAR-LAB Internship Program offered 9 students hands-on M&E experience, enabling them to apply theoretical knowledge in real-world settings.

The Research for Impact Fellowship 2023-24, led by CLEAR-SA in India, trained 126 young development researchers in building local researcher capacity for conducting impact evaluations. emphasizing practical application and actionable insights.

The GEI Internship Program welcomed its third cohort in September 2024, placing competitively selected young professionals in CLEAR centers, including assignments in Mozambique (mentored by CLEAR-LAB), and CONEVAL⁵, Mexico. By the end of the program, interns gained a better

⁴ International Fund for Agricultural Development

⁵ Consejo Nacional de Evaluación de la Política de Desarrollo Social

understanding of national evaluation systems, the use of practical tools for ECD, research management, effective teamwork, and access to professional networks in their respective regions.

Beyond the internship programs, in 2024-25 GEI and its partners offered hands-on learning programs to a total of 142 young professionals.

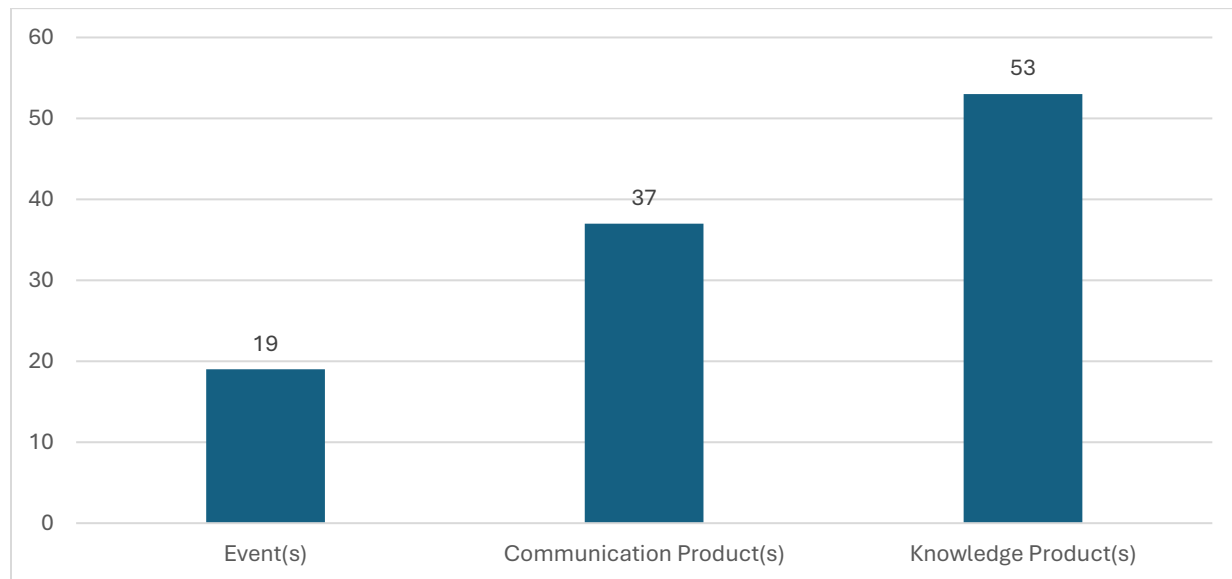
3. Knowledge and Communications

Knowledge and Communications – Intended Outcome

Drive the adoption of innovative M&E practices by capturing and disseminating field insights across local and global platforms. Foster cross-cultural learning and strengthen South-South cooperation to enhance evaluation capacity and impact, collaboration and local adaptation of global lessons. Keep partners informed and raise GEI’s visibility.

The GEI Knowledge and Communication Network was very active during the first half of FY25, resulting in increased collaboration, leveraging collective strengths and knowledge across the Global Team, based in Brussels, BetterEvaluation, and the CLEAR centers.

Fig. 7: Summary of Knowledge Products generated in FY25 Q1 and Q2



Note: Event(s) include: - BBLs; Conferences (active Participations such as panelist, speaker etc); Knowledge Exchange Mission/ Peer Learning Trip/ Study Tour; Webinar for knowledge dissemination; Seminars

3.1 Knowledge Curation and Production

BetterEvaluation (BE), a core component of GEI's knowledge strategy, remains one of the leading hubs for M&E knowledge worldwide. During the reporting period, the BE team made significant strides in developing, creating, and managing content, while introducing innovations to the website and fostering collaborations across the Network.



Key highlights include the launch of a new thematic area on M&E in fragile, violent, and conflict-affected (FCV) Settings, developed in collaboration with ALNAP. This addition included nine new pages of in-depth content addressing various aspects of M&E in FCV environments. Under the recently launched [Evaluation Career Guide](#), 13 new pages were curated to support YEEs professional growth, with plans for further expansion in the second half of FY25. A total of 20 new resources were added by 15 community contributors.

Partnerships with GEI members have been key in keeping the platform vibrant and filled with relevant content, ensuring BE remains a dynamic resource. Notable contributions include two resources from Global Affairs Canada on localization and feminist evaluation, and eight resources from [DEval](#) on participatory evaluation, human rights-based evaluation, and evaluation in fragile contexts.

CLEAR-PCA produced a [report](#) based on an assessment of hepatitis control clinics in Punjab, providing insights into the quality of data systems and contributing to an action plan aimed at improving data collection and use.

CLEAR-AA has been working on a Learning Note that reflects on lessons learned from developing M&E frameworks for projects under implementation. It highlights key insights and recommendations for M&E practitioners tasked with designing frameworks during project implementation and will be published in the second half of FY25.

3.2 UNDP- IEO's National Evaluation Capacities (NEC) Conference 2024

A key highlight in the second half of 2024 was GEI's active role at UNDP's NEC Conference in Beijing, held from October 14-18. Co-organized by CIDCA, UNDP's Independent Evaluation Office, and GEI, the conference brought together over 500 participants from more than 100 countries.

GEI sponsored 22 high-level government officials from its core countries to attend the conference. This aimed to strengthen relationships, expand current programs, and explore new opportunities for collaboration. An event hosted by GEI brought together government officials, CLEAR Directors and deputies, and GEI/IEG staff, fostering stronger connections and providing a platform for discussions on how to enhance national evaluation systems with the support of the GEI Network.

At the conference, the GEI Network came together to showcase its work, exchange ideas, and share insights learned from local and global experiences. IEG, GEI, and CLEAR organized and/or contributed to 21 sessions, covering topics such as the use of technology in evaluations, integrating gender, environmental sustainability, and climate change into national M&E systems, building trust in evaluations, and applying diagnostic tools to strengthen national evaluation systems. The GEI Global Team also participated in a panel on the role of communication and knowledge management in evaluation and moderated an event on the potential of AI to enhance evaluation and knowledge systems, both of which ranked among the top 10 most viewed sessions at the conference—according to the data extracted from Whova, the event app.

"When you have these regular conferences, it becomes essentially like a community of practice. And networking I think is one of the greatest ways to solve complex problems because no one

person has all the answers, has the resources."

Mr. Craig Barham, Performance Management and Evaluation Branch, Cabinet, Jamaica.

"This has been a fantastic week. It's actually brainstorming over what's happening, not only in India, but in other places. There have been very great debates, discussions around the round tables, conferences, parallel sessions, which actually generated lots of ideas for the future, which we are looking forward to actually go back to our drafting board and draw some lessons and takeaways and move forward in this direction."

Dr. Abhinash Dash, Director, Development Monitoring & Evaluation Office, NITI Aayog, India.

"What I've seen here is a big community of our relationships and a big community of main stakeholders for M&E systems in governments. So, this community is actually very well built, and they're very communicative, they're very open, and this is a huge input for the efficiency of global monitoring and evaluation systems."

Mr. Kurbanov Bekzod Bakhramovich, Head of Monitoring and Evaluation of Ongoing Reforms Agency for Strategic Reforms under the President of the Republic of Uzbekistan.

3.3 Knowledge Sharing

GEI continues to collaborate with partners to host various knowledge-sharing events aimed at enhancing M&E practices globally.

The GEI Global Team participated at the European Evaluation Society Conference in Rimini, Italy, delivering the session "[From Data to Decision: The Role of KM and Communication in Evidence-Based Policy Making](#)" with panelists from the GEI Network. The team also participated in a session on decentralization and results for International Financial Institutions.

The Global Team organized a webinar on "[Decolonizing National Evaluation Systems in Africa](#)" which attracted 531 participants. This session examined how African countries, using case studies on how South Africa and Benin are decolonizing their national evaluation systems.

CLEAR-LAC hosted a regional webinar for 94 evaluation experts, focusing on the role of communication in evaluation processes, building trust and creating effective communication strategies.

Other knowledge products include:

- **Blog posts:** The GEI Global Team produced six blog posts on key evaluation topics: [VERITAS: 7 Strategies for Building Trust in Evaluation Findings](#), [Collaboration is Key to Enhancing Evaluation Systems in Guatemala](#), [After Beijing, What's Next?](#), [Insights from NEC: the CLEAR-LAC experience](#), [Building a Community of Practice around Evidence Generation at the Millennium Challenge Corporation](#), and [7 Lessons We Learned About Strengthening National M&E Systems in 2024](#).

- **Podcasts:** GEI released one episode of the Powered by Evidence podcast: [Future-Proofing National Evaluation Systems through Capacity Building and Knowledge Sharing](#).
- **Stories of Change:** In collaboration with CLEAR-SA, the GEI Global Team published one new Story of Change titled, [“Better Data, Better Evidence, Better Lives in Tamil Nadu”](#).

3.4 Communication and Outreach

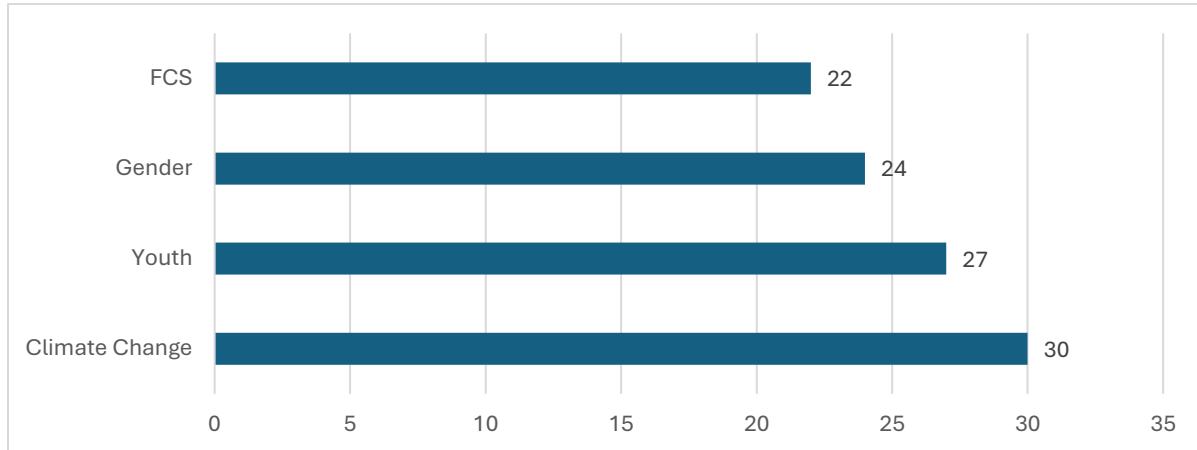
GEI continues to improve its communication products - including newsletters, news stories, blog posts, and podcasts - aimed at disseminating knowledge and amplifying voices from the global M&E community. Strategic communication across our diverse social media channels aims at keeping partners and the M&E community informed about GEI work and activities. Key highlights include:

- **Newsletters:** Editions of the GEI newsletter were released in [August](#) and [November](#) 2024 and the BE newsletter came out in [July](#) and [October](#). As of 31 December 2024, GEI’s newsletter had 11,479 subscribers (5.5% increase from the previous reporting period), while the BE newsletter had 6,713 subscribers (3.3% increase on the last reporting period).
- **News:** GEI published 25 online news stories including the opening of [CLEAR-LAC operations at the Universidad Católica](#) in Chile to how [CLEAR-AA trained government officials in Malawi](#) and about [GEI’s approach to knowledge sharing](#) at the 2024 NEC Conference held in Beijing.
- **Social Media:** On LinkedIn, GEI reached 9,187 followers on the profile page and 13,885 followers on the community page. LinkedIn posts generated 480,165 impressions and 8,098 engagements (1.7% engagement rate). On X, GEI posts gained 66,200 impressions and 5,100 engagements (7.7% engagement rate). Top-performing posts included the M&E climate action tutorial videos, produced by GEI in partnership with the Climate Investment Funds, (47,105 impressions and 909 engagements across two posts), the launch of CLEAR-LAC’s operations in Chile, the GEI webinar on decolonizing national evaluation systems, BetterEvaluation’s guide to building a career in evaluation, and the announcement of Dr. Candice Morkel as the new head of program for IPDET.
- **The Communications Network:** The CLEAR centers, ENAP, and IPDET develop and disseminate knowledge and communications products targeting their regional audiences, while the GEI Global Team amplifies this work on a global scale to reach a wider audience. Coordination within the Network is facilitated by GEI’s monthly communications meetings.

4. GEI Cross-Cutting Areas

GEI partners continue to address cross-cutting priority areas in the portfolio of activities delivered to client countries. The graph below illustrates how issues of gender, youth, fragility, and climate change have been embedded in the portfolio as integral aspects of GEI support to countries.

Fig 8: Number of activities that have focused on a GEI priority area – Jul to Dec 2024



4.1 Gender

At the NEC Conference, GEI hosted a panel entitled [Gender in Monitoring and Evaluation systems](#), with representatives from CLEAR-SA, CLEAR-LAC, Global Affairs Canada and the China Agricultural University, in which lessons learned and future perspectives to strengthen the use of gender approaches in national evaluation systems were shared.

Based on a needs assessment survey for implementing the Feminist Innovation in M&E (FIME) Project, GEI has deepened its collaboration and coordination with partners working in gender and inclusion related themes, including Eval Gender+, UN Women, and Global Affairs Canada for the preparation of joint initiatives such as the [Small Grant for YEEs on Feminist Innovation in M&E](#).

4.2 Youth

Several GEI training and hands-on learning programs focused on young evaluation professionals. These included the hands-on learning and research fellowship programs of GEI Network partners.

As part of the ongoing collaboration between DEval, EvalYouth, and BetterEvaluation, a new online resource was launched in June 2024 to support YEEs. This resource provides career guidance and tools for the next generation of evaluators. Some blog posts included the [role of youth in evaluation](#); [Investing in young and emerging evaluators: Reflections from the 2nd Summer Evaluation Bootcamp in Mongolia](#); and [Navigating the social ecosystem: How Looped can help young and emerging evaluators kickstart their careers](#).

4.3 Climate

GEI has implemented 15 activities on climate and environmental M&E, including training sessions, conferences, capacity –building, and locally led evaluations. Below are some of the key highlights:

Training programs and workshops: GEI implementing partners conducted training programs and workshops on evaluation, sustainability, and climate reaching over 200 participants. For example:

- IPDET’s 2024 on-site workshops on evaluating climate change attracting over 135 participants representing M&E professionals and policy makers (70% of whom were women).
- CLEAR-LAC and DEval organized three footprint evaluation workshops for government representatives in Colombia to build local capacity to evaluate environmental impacts of state programs with national planning institutes, ministries and evaluators.
- CLEAR-AA and CLEAR-FA in partnership with IFAD, provided training on "Strengthening Borrowers' Capacity on Environmental, Social, and Climate Best Practices" in the Democratic Republic of Congo, Guinea-Bissau, Nigeria and Burkina Faso. The training benefited over 100 participants involved in implementing M&E for agricultural projects. Participants learned how to integrate an environmental, climate, and social lens to their analysis of development impact and project results.

Capacity building and climate evaluations: GEI, in partnership with the Climate Investment Fund (CIF), provided capacity building and mentoring to CIF Observers — representatives from civil society, the private sector, and Indigenous Peoples’ organizations who contribute to decision-making on climate finance. Mentoring involves regular, tailored support from CLEAR-LAB experts who guided five CIF observer teams through each stage of conducting their own climate finance evaluations—offering technical advice, feedback, and capacity development. The teams are currently collecting and analyzing data, and the evaluative studies will be completed by the end of 2025. The evaluations are focused on the following topics:

1. Evaluation of just transition in the renewable energy sector in Brazil.
2. Strengthening the impact of the dedicated grant mechanism for indigenous peoples and local communities through the experience of the Pawanka Fund.
3. Assessing women's access to climate finance in Senegal and Burkina Faso.
4. Conditions for optimal engagement of private sector stakeholder observers in climate funds.
5. Evaluation of the design and implementation of the stakeholder engagement component of the Just Energy Transition Partnership initiative in Indonesia.

4.4 Fragility

GEI supports countries in fragile, violent, and conflict-affected settings through the evaluation work supported by the CLEARs and the global-level knowledge sharing and training done by the GEI Global Team.

Knowledge resources on conducting M&E in FCV contexts. GEI and ALNAP—a global champion in learning from humanitarian action and an associate partner of GEI—developed a new thematic area on M&E in fragile, violent, and conflict-affected (FCV) contexts for the BetterEvaluation platform. Nine pages of in-depth content were created to address different aspects of carrying out M&E in FCV settings. An overview of the resource page was presented during ALNAP’s humanitarian action community of practice meeting on October 14, 2025.

Training and professional development opportunities. IPDET’s 2024 on-site workshop “Evaluating humanitarian action: steps, challenges, and real-time learning” was delivered in collaboration with ALNAP. As in previous years, nearly one quarter of GEI scholarships were awarded to M&E practitioners from FCV countries to enable them to attend IPDET. In summer 2024, IPDET welcomed 19 participants from FCV countries, or countries with institutional and social fragility: Ethiopia (3), Iraq (2), Lebanon (4), Myanmar (1), Niger (1), Nigeria (1), Ukraine (6), and Yemen (3); and Zimbabwe (1).

Country-level support. As indicated in Annex I, GEI country programs include active country capacity-building support in five FCV countries (Congo, Burkina Faso, Benin, supported by CLEAR-FA; Mozambique, supported by CLEAR-LAB; and Zimbabwe, supported by CLEAR-AA).⁶ Operating in challenging environments in West Africa, CLEAR-FA continues to develop evaluation capacity in the Republic of Congo, Burkina Faso, and Burundi. In October 2024, CLEAR-FA delivered a training program for senior officials from various ministries, representatives from public organizations, and other key stakeholders to equip them with the skills necessary to evaluate public programs and policies more effectively. In each country, training activities are designed to align with the objectives of the country’s roadmap. For example, Benin’s National Evaluation Coordination Unit approves TORs for evaluations, TOCs for public policies, and ensures alignment with the national evaluation guide. Training activities focus on creating a network of M&E focal points in various line ministries to facilitate coordination and improve the quality of deliverables. Additionally, training aims to enhance parliamentarians’ capacity to use evidence for budget oversight and government interventions. In Congo, training activities aim to strengthen the government’s monitoring and evaluation unit for investment projects by setting up their own M&E unit and tools.

In Burkina Faso, CLEAR-FA completed a series of important evaluations in December 2024 that assessed the effects of the PROMESSE-FP financial and social education program targeting vulnerable youth in Burkina Faso. The program had two components: AFLATEEN+, which targets young girls and boys aged 16-19 in colleges and high schools, and AFLAYOUTH, which targets out-of-school young women aged 15-35. The intervention regions were those where terrorism and insecurity are rife, notably the Sahel, North, Center-North and East regions of Burkina Faso. There were two evaluation reports for the AFLATEEN component and two for the AFLAYOUTH component. Eight emerging evaluators, based in Burkina Faso and Senegal, were selected, trained and mentored during the process. They were involved in the design of the evaluation, data collection, and reporting. The evaluation found significant impacts on socio-economically vulnerable groups, such as internally displaced people and those with initially low financial and social literacy. Key

⁶ These countries are included in the World Bank Group’s harmonized List of FCS countries, 2023, 2024, 2025

recommendations included adapting the curricula to address the internally displaced status and precarious socio-economic conditions of beneficiaries.

5. Partnerships and Operations

All grants to implementing partners (RETF grants) were restructured to extend project closure to June 30, 2025. As reported in the table above, additional resources were allocated to IPDET, CLEAR-AA, CLEAR-LAB and CLEAR-SA. Other implementing partners did not need additional resources to execute their respective work programs until June 2025.

Table 1: Grants to implementing partners (RETF)

GRANTEE	Grant disbursement schedule (in US\$)			
	FY22	FY23	FY24	FY25
IPDET	1,460,000		687,000	620,000
ENAP	250,000			
CLEAR-AA	650,000	650,000	650,000	487,000
CLEAR-FA		875,000	865,000	
CLEAR-LAB	736,000	736,000	792,000	676,000
CERP		750,000		
CLEAR-SA	852,516			450,000
CLEAR-LAC			500,000	
TOTAL per FY	3,948,516	3,011,000	3,494,000	2,233,000
Cumulative disbursed	3,948,516	6,959,516	10,453,516	12,544,516

Virtual supervision missions were carried out for CLEAR-LAC and CLEAR-FA. Additional ones are planned for the Q3 and Q4 of FY25. Supervision missions included assessment of performance from the standpoint of results achieved, procurement practices, financial management aspects as well as compliance with environmental and social standards. Implementation Supervision Reports were completed and approved according to World Bank standard procedures. All RETF grants supervised are rated as “satisfactory” for their overall performance.

5.1 GEI Income

The table on the next page shows the generous contributions committed by donors to the GEI MDTF. GEI particularly recognizes and appreciates the deployment of a full staff to support the Global Team

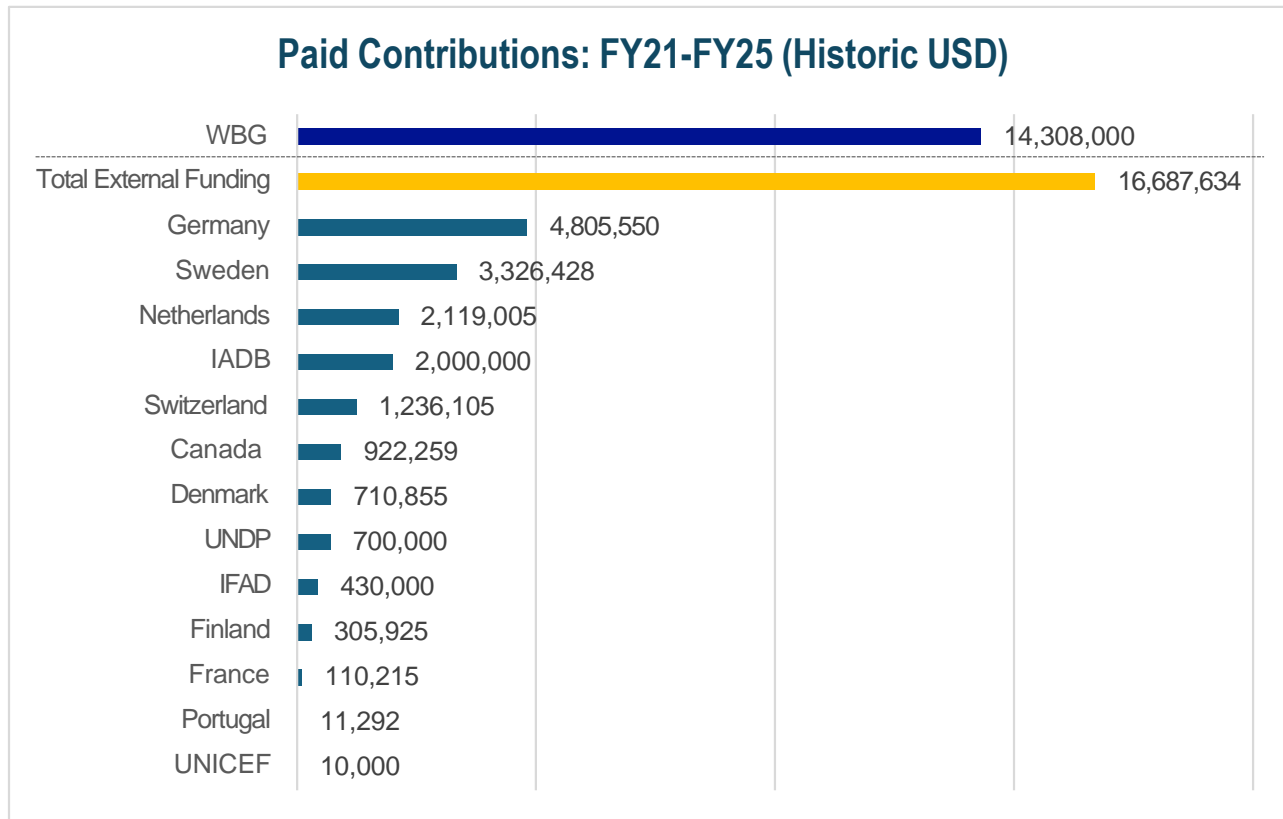
from the German Institute for Development Evaluation during the reporting period. Similarly, GEI appreciates the support of a senior staff from UNDP to work with the GEI Global Team.

Table 2: Contributions to GEI MDTF by donor and FY

Bilateral Agencies						
	FY21	FY22	FY23	FY24	FY25	TOTAL
Sweden	2,417,503	-	908,926	-	-	3,326,429
Netherlands	1,222,500	281,725	345,355	269,425	263,900	2,382,905
Germany	1,208,320	1,465,230	1,052,200	1,079,800	742,500	5,548,050
Switzerland	-	403,735	265,674	281,436	285,258	1,236,105
Finland	305,925	-	-	-	195,000	500,925
Portugal	-	11,292	-	-	-	11,292
Denmark	263,223	-	228,741	218,891	-	710,855
France	-	-	-	-	110,215	110,215
Canada	190,506	-	361,519	370,233	366,703	1,288,961
Total Bilateral	5,607,977	2,161,982	3,162,415	2,219,785	1,963,576	15,115,737
Multilateral and UN Agencies						
IADB	500,000	500,000	500,000	500,000	50,000	2,050,000
UNDP	200,000	150,000	200,000	150,000	100,000	800,000
UNICEF	-	-	-	10,000	10,000	20,000
IFAD	50,000	300,000	40,000	40,000	53,000	483,000
Total MDB & UN Agencies	750,000	950,000	740,000	700,000	213,000	3,353,000
World Bank Group (IEG)						
Total WBG Contributions	3,308,000	2,200,000	2,900,000	2,700,000	3,200,000	14,308,000

*Committed but not yet received

Table 3: Cumulative paid contributions by donor to the GEI⁷



5.2 Resource Mobilization

Over the reporting period, the GEI Global Team has created a CRM system to monitor and track engagements with existing and prospective donors. The system has also been shared with implementing partners and activities are being conducted to support decentralized efforts to mobilize resources at regional levels.

The Global Team assessed the alignment of various prospective donors' priorities with those of the GEI. Based on that assessment, a focused resource mobilization strategy has been put in place.

5.3 GEI External Evaluation

The GEI external evaluation is on track per the inception report's implementation timeline. Following the convening of the Reference Group and drafting of the ToRs in July 2024, the evaluation team was recruited through a combination of recruitment and referral and selected through a competitive review process in August. After finalizing the team and the ToRs, the evaluation was launched in September. The inception report was submitted at the end of Oct 2024, approved in November, and presented at the Partnership Council meeting in December by the lead external evaluator. Data

⁷ Note that WBG contributions cannot be utilized as grants to implementing partners.

collection commenced and the majority was completed during this reporting period, including interviews (virtual or face-to-face) with GEI Associate Partners, Core Partners, the Global Team and most of the implementing partners. Review of GEI documents and the relevant literature has also been completed.

In the next progress reporting period (January – June 2025), the external evaluation team will wrap up data collection, including interviews with the remaining implementing partners (including a field visit to CLEAR Anglophone Africa), selected representatives of partner countries and selected representatives of IEG and IEO as well as from several relevant operational units of WBG and UNDP, and a survey of IPDET participants from the last four years. The team will also complete analysis and report writing, with preliminary findings to be shared with the Reference Group by February 28, 2025, then circulated to the Partnership Council members. A final report will be submitted by the end of May 2025.

5.4 GEI 2.0 Strategy Development

The strategic planning process for GEI's next phase began in August 2024 and is informed by four key analytic inputs. Strategy and action plan development will start in January 2025, with final outputs presented at the Partnership Council meeting in June 2025.

1. The external evaluation assesses GEI's achievements in its first phase and provides recommendations for the future.
2. Internally, a stock-taking exercise has been conducted to reflect on lessons learned including workshops with the GEI Global Team in September and December to examine GEI's challenges, strengths, and assets. Further sessions from January to June 2025 will refine GEI's goals for the next phase.
3. A rapid evidence review is underway to consolidate insights on evaluation capacity development. Using AI-augmented methodology, the review explores key questions related to GEI's mission, theory of change, and approach with outputs expected by mid-April 2025.
4. An actor landscape analysis is also underway to map priorities and activities of evaluation capacity development actors and assess GEI's role in it. This includes AI-enhanced qualitative analysis, with key findings and implications for GEI 2.0 to be completed by April 2025.

ANNEX 1: Progress on Core Country Programs and On-Demand Engagements (Jul-Dec 2024)

Core Country Program	On-demand Engagement
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Country	Progress Update
Eswatini	In partnership with UNICEF and the Ministry of Finance and Economic Planning, Eswatini revised its National M&E Policy to align with sectoral guidelines. The policy will be finalized and implemented with support for internal and external evaluations, and the development of a National M&E Guideline.
Lesotho	In collaboration with the Department of Development Planning, national M&E policy and guidelines are being developed. Planned activities include training trainers, conducting a tracer study, piloting the guidelines, and working with Parliament.
Malawi	Supported by CLEAR-AA and GEI, the COVID-19 Urban Cash Intervention evaluation is being co-designed and implemented. Future plans include developing a national evaluation plan and creating templates to facilitate the evaluation process.
Namibia	In partnership with the National Planning Commission, a Postgraduate Diploma in M&E is under development. Planned activities include providing evaluation training and supporting policy implementation once approved by the Cabinet.
Tanzania	With support from CLEAR-AA, an Evaluation Readiness Assessment was completed, and the ASDP II evaluation was co-designed. Future activities include training M&E personnel, developing a national evaluation policy, and implementing the M&E Capacity Strengthening Strategy.
Uganda	Supported by CLEAR-AA, an M&E capacity development strategy was developed and survey instrument for capacity assessment was formulated. Planned activities include launching the National Evaluation Plan, revising the National Public Sector M&E Policy, and conducting rapid evaluations
Zimbabwe	In partnership with UNICEF, a postgraduate diploma in M&E is being developed. There are no updates on recent activities or planned activities
Benin	Supported by CLEAR-FA, the Management Performance Assessment Tool (MPAT) was piloted and a scaling-up strategy was developed. Future plans include building capacity of Parliamentarians and public officers, improving the evaluation monitoring platform, and scaling up the performance monitoring system
Burkina Faso	CLEAR FA provided technical support to assess a financial and social education program and supported the COVID-19 response evaluation. Future activities are demand-dependent
Burundi	In partnership with UNICEF, a training program was initiated to enhance evaluation tools and methodologies. Future support will be provided on demand.
Congo-Brazzaville	CLEAR-FA and the government aim to develop a national capacity-building plan. Recent activities were halted due to government changes, but future plans include building sustainable partnerships and implementing the capacity-building plan
Côte d'Ivoire	With technical assistance from CLEAR-FA, the government is implementing its national evaluation law and developing a public policy repository. Future activities include implementing the action plan, conducting pilot evaluations, and setting up national evaluation funds
Madagascar	Supported by CLEAR-FA, the government relaunched the national evaluation system development and initiated advocacy meetings. Future plans include enhancing individual capacity, providing quality assurance for evaluations, and promoting the utilization of findings
Senegal	CLEAR-FA, GEI and AfD organized a national event to leverage the new government's interest in M&E. Future activities include developing a capacity-building program with the World Food Program and setting up a community of practice
Togo	In collaboration with the National Capacity Building Center for Development, the aim is to revitalize the national evaluation system. Future plans include launching a master's program in Public Policy

	Evaluation, training emerging evaluators, and conducting pilot evaluations
Angola	Supported by CLEAR-LAB, the government is designing a primary care policy and promoting local M&E capacities. Future activities include supporting the monitoring and impact evaluation of the primary care policy and providing M&E training to other ministries
Brazil	In collaboration with CLEAR-LAB, the government conducted a diagnostic of the national evaluation system and supported the creation of the Public Policy Standardized Assessment Model. Future plans include strengthening South-South cooperation, supporting regional and municipal evaluations, and creating an evaluation guide for municipalities.
Cabo Verde	CLEAR-LAB collaborated with the government to assess the implementation and impact of PEDS I (2017–2021) and PEDS II (2022–2026). Also supported a technical assistance mission, facilitating seminars and workshops for approximately 50 policymakers to enhance planning, evaluation skills, and program effectiveness. Future activities include reinforcing the national evaluation system and embedding M&E in strategic planning and governance frameworks.
Mozambique	CLEAR-LAB supported the Ministry of Economy and Finance and Ministry of Public Works, Housing and Water, to conduct a pilot evaluation of the Water Policy and shared findings with stakeholders. Future plans include publishing an M&E manual and developing a national evaluation plan.
Colombia	With support from GEI's partner DEval, hosted workshops for the country's first footprint evaluation focusing on environmental sustainability. Future activities include continuing support for country-led evaluations
Dominican Republic	In collaboration with CLEAR-LAC, conducted a workshop to develop the National Monitoring and Evaluation System (SNMyE). Future plans include developing and implementing a national capacity-building plan
Ecuador	Supported by GEI and DEval, conducted an evaluation of socialization spaces for older adults and held workshops to analyze findings. Future activities include developing a work plan to strengthen the national M&E system
Guatemala	With support from CLEAR-LAC, organized a workshop leveraging the National Evaluation Capacity Index (INCE) results. Future plans include providing technical assistance, specialized consultancy, and core training courses
Pakistan	In collaboration with CLEAR-PCA, completed the first draft of a MESA and identified key gaps in the M&E system. Future activities include finalizing the MESA and providing evaluation support in the health sector
Uzbekistan	Supported by CLEAR-PCA, validated MESA findings and developed a Capacity Strengthening Plan. Future plans include providing consultative feedback, supporting the development and implementation of the M&E Decree, and implementing the Capacity Strengthening Plan
Bhutan	In partnership with UNDP, CLEAR SA has delivered M&E framework for the national development plan. The Government has adopted the proposed framework and recommendations. UDNP Bhutan will continue supporting the government in M&E framework implementation.
India	CLEAR-SA has supported DMEO in developing technical resources and conducting rapid assessments of M&E systems. Future plans include continuing the partnership with DMEO, supporting states with M&E needs, and providing training for administrative officers.