

Partnership Council: Documentation Packet

MAY 2023



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Agenda

HOSTED BY THE NETHERLAND MINISTRY OF FOREIGN AFFAIRS

Shaha Zehra, Facilitator

MEETING PURPOSE:

1. This is an interim meeting of the Council and will focus on the GEI's approach and results. The next meeting with financial reporting will take place in October 2023.
2. This meeting is an opportunity to receive Council members' feedback on what has been done and guidance on the way ahead.
3. This meeting is also an opportunity for prospective members of the Council to observe proceedings.

Session	Time	Topic	Content
1	2:30	Opening session	Welcome and opening remarks from: <ul style="list-style-type: none">• Netherland Ministry of Foreign Affairs• Oscar Calvo-Gonzalez (IEG, Acting Director General)• Alan Fox (Acting Director, UNDP)• Partners and observers introductions
2	3:00	GEI progress and achievements	Updates providing an overview of: <ul style="list-style-type: none">• Country and Regional work• Training and Professional Development• Knowledge and communications• Operations
3	3:15	GEI Stories of Change	GEI's Stories of change: <ul style="list-style-type: none">• Madagascar• Mozambique• Colombia• IPDET Discussion: Is GEI doing what was intended? Is it moving in the right direction?
4.15		30-minute Coffee Break	
4	4.45	GEI Forward Look: GEI plans for FY24	Plans for FY2024: <ul style="list-style-type: none">• Activities and Workplan• Budget and financial projections
5	5.00	Sustaining the GEI	Fundraising update: <ul style="list-style-type: none">• Strategy and challenges Discussion
6	5.15	Partner guidance:	Tour de table: Council members provide feedback on what is being proposed
7	6.15	Closing remarks	Closing remarks: <ul style="list-style-type: none">• Lily Chu (IEG Director of Strategy and Operations) and• Dugan Fraser (GEI Program Manager)
8	6.30	Close	

November 2022 Meeting Notes

Overview

A mid-year GEI Partnership Council meeting took place virtually on November 29th, 2022. Key objective of the meeting was to provide partners with an update on GEI's achievements since the last Partnership Council (May 2022) and discuss strategic priorities for the remainder of the fiscal year ending June 30th, 2023. Additionally, the meeting was an opportunity for partners to meet Lily Chu, IEG's new DSO and to bid farewell to Alison Evans, who will be leaving her position of Director General, IEG in December 2022.

The GEI team presented a summary of key achievements and results during the last 6 months. The presentation deck can be seen at this [link](#). The agenda for the meeting is attached in Annex 1, while the list of participants is included in Annex 2 below.

Summary of GEI updates

The GEI continues to strengthen its presence in 24 priority countries, grow its network of partners, and expand its reach through ongoing professional development and knowledge sharing activities. In its second year of implementation now, impacts to be achieved are clearer and the program is now geared to deliver those. The NEC conference reinforced the need to strengthen national M&E systems to achieve impacts at country level and delivered a collective commitment with the Turin Agenda. Since the last Partnership Council, GEI completed four new MESAs and received requests to carry out additional ones.

The GEI network continues to deliver training and professional development (TPD) activities embedded in its country engagement work. In addition, it successfully delivered flagship training programs such as IPDET and TAQYEEM. Collaboration on TPD expanded within and beyond the GEI Working Group on Training & Professional Development. Going forward, the GEI will strengthen the linkages between its knowledge platform and its professional and development activities, to benefit both. GEI is working to become the global knowledge hub of M&E systems, revamping BetterEvaluation and capitalizing on its user base to build a larger knowledge repository.

The Governance Bodies of the GEI are now established and functioning. An Advisory Board was set up and met in April 2022, and the second Implementation Committee was held in person in Italy in November 2022. A new Center to cover Pakistan and Central Asia has been established and is now fully operational. The CLEAR LAC center is in the process of being recruited and the GEI presence in other regions (MENA, Pacific) is being explored. The GEI global team has also generated a fundraising plan and has begun contacting new possible donors – both public and private. Finally, the GEI program evaluation plan has been developed.

Key Discussion Points

1. **Focus on key GEI mission:** Partners stressed the importance of staying focused and selecting activities with GEI's core mission in mind – i.e., strengthening national M&E systems. This is especially relevant now that GEI is receiving more requests for support from governments. GEI's work cannot be exclusively demand-driven and should be strategic.
2. **GEI value proposition:** partners agreed that the team should focus on presenting the GEI value add more clearly. In particular, making a more explicit link between activities carried out under Business Line 2 and desired outcomes at country system level.

3. **Rationale for engagement and selectivity:** Partners suggested to be articulating more explicitly the rationale and reasons for selecting priority countries and define more precisely the selectivity criteria utilized to decide what activities to support. (See Note 1 on Country Selection for detailed explanation) Given that demand for GEI services is growing, the principle of “help countries help themselves” was proposed, as opposed to a direct GEI engagement in a large number of countries.
4. **GEI evaluation plan:** Partners expressed interest in the GEI’s evaluation plan and would like to be involved once its implementation begins. It was suggested to use FY19 results as the baseline for GEI’s evaluation since many grantees will have this data as part of the previous Trust Fund (The CLEAR Initiative).
5. **GEI governance:** Some partners expressed the desire to see GEI client countries represented in the GEI overall governance structure, to have a more direct voice of clients at the upstream planning level.
6. **Diversify resource mobilization:** Partners suggested exploring the possibility of engaging at thematic and/or sectoral levels to generate more resources (e.g., COVID-19 coalition). These could be entry points to impact country systems. It was recognized that sector strategies can be a powerful way to get traction at country level (e.g., Uganda health sector).
7. **Improve partners’ visibility.** GEI could utilize its platforms and branding to bring more visibility to individual partners.
8. **Impact stories.** Various partners underlined the importance of impact stories for additional resource mobilization and to show the impact of GEI particularly at country level.
9. **Better Evaluation.** Partners expressed excitement for the new BetterEvaluation platform and requested a better understanding of quality control mechanisms to curate uploaded content. Additionally, there was a request to create different user profiles in the platform and organize relevant materials for partners within the platform instead of via email.
10. **Strengthening links between GEI team and donor teams.** Many partners indicated that they were happy with GEI’s results and would continue to support the initiative:
 - DEval already provides GEI significant support through a seconded staff and through ongoing support in the LAC region
 - BMZ expressed interest in connecting GEI to their in-country project teams to leverage existing resources for strengthening NMES.
 - Netherlands expressed interest in connecting junior staff to Training and Professional Development activities.
 - Several partners indicated that they have renewed or increased their financial support for GEI this year.

Key decisions and next steps

1. GEI team will prepare a document articulating the rationales and criteria utilized to select priority countries.
2. GEI team will put forth a proposal for including partners in the GEI program evaluation.
3. GEI team will provide a written response on quality control aspects of the improved Better Evaluation platform

See Annex 1 for supplementary documentation shared with Partnership Council in February 2023

GEI Country Program Implementation Model



As shared during the Partnership Council Updates in November 2022, the GEI model of engagement at country level *ideally* follows a series of steps as follows.

1. Creating a partnership/initial activities

The first step involves connecting and convening national M&E stakeholders to build trust and create a partnership. This step may look very different in different countries. It may span a few years, and it may include initial technical advisory services and substantive support to training and advocacy.

2. Diagnostic (MESA)

Ideally, the next step includes a Monitoring and Evaluation Systems Assessment (MESA) or other diagnostic, which is designed to lead immediately to the following step.

3. Capacity development plan/strategy

An evaluation capacity development plan or strategy will look very different depending on the context, but may include the following:

- Fostering an enabling environment
 - Advocacy to raise awareness on the importance of better evidence and the need for M&E systems
 - Designing and developing policy and/or legislation for monitoring and evaluation
- Organizational capacity development
 - Defining roles and responsibilities for M&E
 - Establishing monitoring and/or evaluation unit(s)
 - Developing tools, processes, evaluation plans, guidelines, standards

- Individual capacity development
 - Designing and delivering tailored trainings
 - Co-creating other professional development activities
- Cross-cutting
 - Guiding/mentoring pilot evaluations
 - Integrating critical issues like gender, climate change, youth and fragility and/or conflict

4. Systems strengthening

GEI then supports governments to implement the strategy/plan, for example through tailored technical assistance and training and professional development opportunities. This is the heart of GEI's work.

5. Better evidence

It is hoped that the support provided to strengthen monitoring and/or evaluation systems will lead to the first level outcome of the GEI vision, better evidence being generated, for example through the conduct or commissioning of evaluations. The GEI may also support pilot evaluations, bridging steps 4 and 5.

6. Evidence is used to design better policies and programs

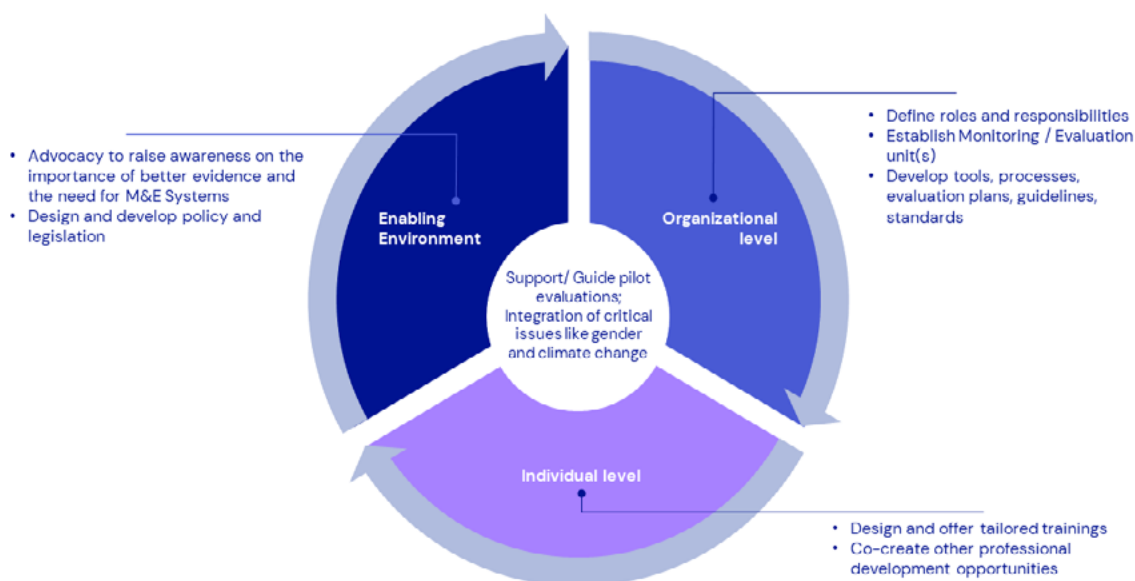
This step is the desired higher-level outcome of GEI's support, where evidence generated through evaluations is being used to inform policy making and program management. The GEI looks for evidence that this is happening in countries where it has been providing support.

7. Better lives

The ultimate element of GEI's vision, better lives, is beyond the scope of the GEI country program implementation model, but we retain it as a reminder of why we do what we do, echoing the Turin Agenda, in which the GEI and many other partners agreed to "Ensure that our work improves people's lives..."

Throughout these model "steps", the GEI promotes partnership, building connections to reinforce synergies and reduce duplications. GEI also facilitates knowledge exchange, with network partners bringing knowledge, lessons and experiences from one context to shape support and advice in another. As a country strengthens its systems, the GEI helps the country share its lessons with others, contributing to global knowledge about what works (and what doesn't) when it comes to strengthening national evaluation systems.

Sample elements of an M&E capacity development strategy



GEI Country Program Updates

As the infographic and the following country updates illustrate, the above is only a model – not a blueprint – and support to each country or system is adapted to context and does not necessarily take each step in sequence. For example, in the City of Recife, CLEAR LAB has only recently completed a MESA (step 2), but has also supported a pilot evaluation (step 5). Similarly, in Malawi, a MESA was conducted and a strategy developed (step 3), and while support to implement the strategy (step 4) has not begun in earnest, the GEI is mentoring a country-led evaluation of the COVID response (step 5). In Lesotho and Madagascar, MESAs were conducted, whereas a full capacity development plan was not articulated; support to strengthen the system, based on findings from the MESAs, has started. Follows a short update on the status of each priority country program¹, organized according to the steps described above.

1. CREATING A PARTNERSHIP / INITIAL ACTIVITIES

Congo: CLEAR FA signed a partnership agreement with the Ministry for State Reform (*Ministère délégué auprès du Premier Ministre, en charge de la réforme de l'état*) in September 2022, and the Minister and some of his advisors attended the NEC Conference 2022 (see [video](#)). The initial plan of action is for one year, including a proposal to do a MESA. CLEAR FA is also implementing training activities for the *Centre national d'étude et d'évaluation des projets d'investissement public* (CNEEPIP) in the framework of a process to enhance the capacity of this government entity, in collaboration with the World Bank Development Impact Evaluation (DIME) group.

Cote d'Ivoire: The Ministry of Planning and Development, CLEAR FA and UNICEF have developed a road map to operationalize the national law on public policy evaluation that was adopted in June 2022. A national forum is planned for May–June to extend the coalition to other partners.

India – Odisha: Odisha is a new state of engagement for CLEAR SA under the GEI, building on relationships that CLEAR's host institution, J-PAL, has in the state and on prior M&E diagnostics done in partnership with the Poverty Monitoring and Human Development Agency (an autonomous government entity). A MESA is planned, in partnership with UNICEF.

Pakistan: CLEAR PCA has carried out several trainings and other activities to build trust and generate demand, which led in August 2022 to the signing an MOU with the Ministry of Planning, Development and Special Initiatives. A project roadmap has been developed and customized M&E “boot camp” training carried out.

Togo: CLEAR FA undertook four (4) joint training, advocacy, and experience sharing activities over 2021– 2022, and is currently developing a proposal for partnership at the request of the CADERDT, the General Secretary of the Government and the Commission of Finance within the National Assembly. CLEAR FA is also partnering with the Togo Evaluation Network to organize an evaluation week on the theme of a national evaluation system for Togo.

2. DIAGNOSTIC

Bhutan: CLEAR SA, in collaboration with UNDP Bhutan, is starting a MESA with a view to supporting design of a national M&E framework.

Colombia: GEI has been providing targeted support to this relatively advanced system, including a summary of key findings and recommendations of evaluations in non-technical language to provide to the incoming government, thus illustrating how evaluation can be useful to the new government. GEI is supporting a diagnostic focused on the use of evaluation.

Dominica: A diagnostic has been conducted, with plans underway to develop an RBM policy and a medium-term roadmap to strengthen the country's M&E system, based on the MESA .

¹ “Priority” countries are defined as those where GEI implementing partners are pursuing a systemic and long-term partnership with national stakeholders, have done/are planning to do a MESA, are supporting or planning to support national partners to develop an M&E capacity development strategy and its implementation, and are engaged /planning engagement with World Bank and UNDP teams in country. GEI and the CLEARs also work in other countries, with less intense or nascent engagement.

Gabon: CLEAR FA led consultations with the Government, Parliament, Court of Auditors and others to gain support for the strengthening of the national M&E system. An inclusive national committee was formed to develop a national evaluation policy and guide a MESA, the data collection for which was initiated. However, a disagreement between government entities over the leadership of the committee has halted the work. There is ongoing consultation with the stakeholders to relaunch the process.

Saint Lucia: A diagnostic has been conducted, a National RBM Steering Committee created, with an immediate next step planned to develop a roadmap with milestones to strengthen RBM in the country.

Solomon Islands: MESA completed, with preparation of a capacity development strategy underway.

Brazil – City of Recife: In July 2021 CLEAR LAB launched the CLEAR Nordeste program in one of the poorest regions of Brazil. Following this, a MESA has been conducted in the City of Recife, and one of the recommendations is the development of a Municipal Evaluation Policy, which is now planned. CLEAR LAB also supported an evaluation pilot of a program called COMPAZ, aimed at promoting the culture of peace within underserved communities in Recife, thus including GEI themes of FCV and youth (step 5).

3. CAPACITY DEVELOPMENT PLAN/STRATEGY

Liberia: Two MESAs were conducted, one at national level and one at county level, and two corresponding capacity development strategies were prepared, but due to lack of funds, implementation of the strategy has not been initiated. Potential partnerships with UN agencies are being explored to revitalize the engagement.

Sao Tome & Principe: A MESA was conducted and a capacity development strategy prepared, but implementation of the strategy has not begun. This country program is currently inactive and is being removed from the “priority country” list.

4. SYSTEMS STRENGTHENING

India – Federal: CLEAR SA has a long-standing relationship with the government of its host country, and while it has not done a MESA or subsequent capacity development strategy, it provides the Development Monitoring and Evaluation Office (DMEO) with a range of technical advisory services (e.g. in 2022, support to drafting a National Evaluation Policy and advice to the DMEO on its own diagnostics of state level evaluation systems) and provided training to M&E officers.

Jamaica: A MESA was conducted, the Performance Monitoring and Evaluation Branch (PMEB) within the Office of the Cabinet is currently developing an M&E capacity-strengthening strategy for all the ministries in the government, a National Integrated Results-Based Management Policy is pending approval by the Cabinet Office, and a network of RBM/M&E focal points from all ministries established. A roadmap to strengthen the RBM/M&E system is being implemented.

Lesotho: A MESA was conducted but did not result in a capacity development strategy/plan. Nevertheless, results-based M&E training has been conducted, and a draft National M&E Policy and implementation plan were developed. Additionally, Evaluation Guidelines were developed and piloted in preparing the terms of reference for the evaluation of Lesotho Vision 2020.

Madagascar: CLEAR FA conducted a MESA and supported development of a national evaluation policy, which was not approved due to disagreements over national leadership of the evaluation function. Nevertheless, a two-year roadmap is now in place to support further strengthening of the evaluation system, with strong collaboration with UNICEF and UNDP.

Tanzania: A MESA was conducted and capacity development strategy prepared but momentum was lost due to COVID. Since, a new Department of Performance Monitoring and Evaluation has been created and collaboration has been renewed in early 2023. Preparations are underway to co-create Evaluation Guidelines and Plan in the second quarter of 2023.

Uganda: A MESA was conducted and a capacity development strategy prepared, along with M&E plans for 18 programs under the national development plan. A new plan of support is being developed in collaboration with UNICEF. Preparations are underway to co-create a National Evaluation Plan linked to the National Development Plan (NDP) III and Vision 2040 of Uganda.

Zambia: MESAs at the country and the National Assembly of Zambia (NAZ) levels were conducted, with a capacity strengthening strategy elaborated for the NAZ and some activities implemented. CEAR AA provided parliamentary staff from the National Assembly of Zambia with a 5-part masterclass course on using evidence in parliament between September and November 2022. This masterclass supported NAZ to integrate different forms of evidence in parliamentary processes.

5. BETTER EVIDENCE GENERATED

Cape Verde: CLEAR LAB conducted a MESA and supported preparation of a capacity development strategy. Support to implementation of the strategy has included helping to develop guides on program design and logical frameworks, workshops on planning and monitoring tools. In 2022, a government evaluation team, under the mentorship of CLEAR LAB, undertook a rapid evaluation of their land management policy. An impact evaluation guide was just launched in March 2023.

Malawi: CLEAR AA conducted a MESA and prepared a capacity development strategy, but due to lack of funds implementation has been slow. There is now a renewed conversation with UNICEF on support to specific country program outputs. In addition, the GEI is supporting a country-led evaluation of the country’s urban cash-transfer program, part of the national COVID response.

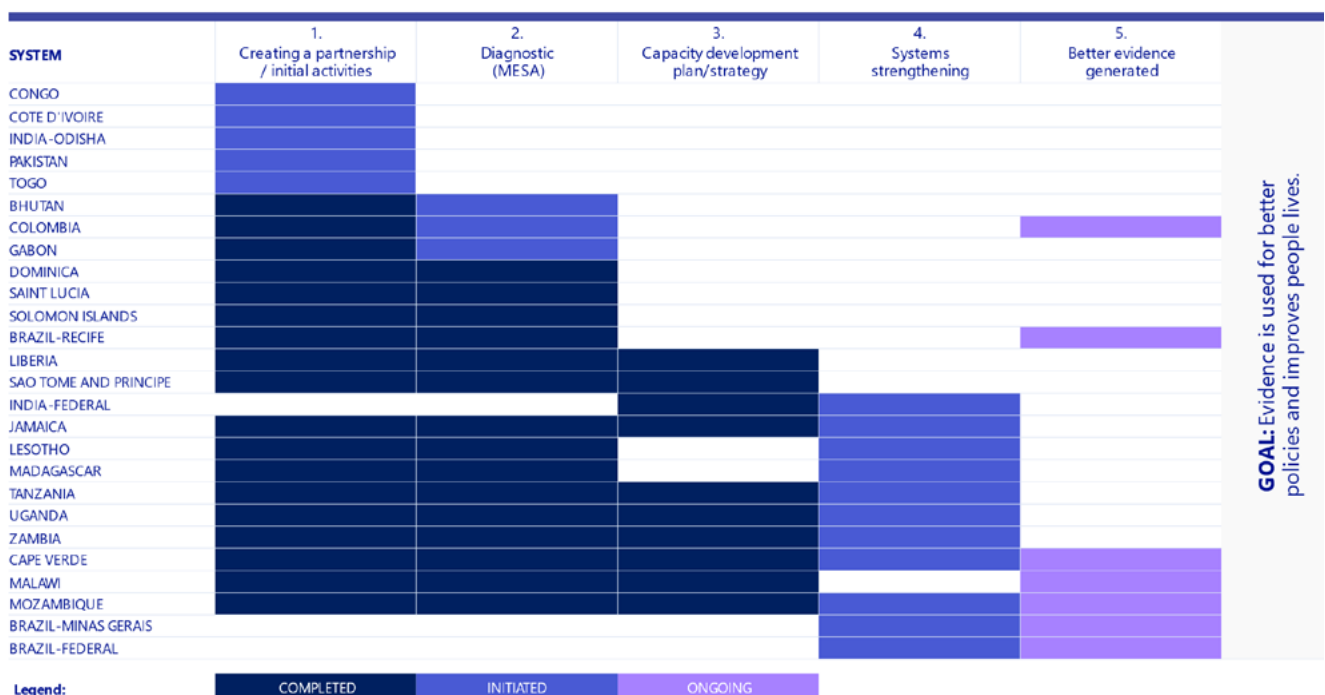
Mozambique: A MESA was conducted and capacity development plan prepared, which is being implemented, with, most recently, preparation of an M&E manual and the mentoring of an evaluation of the National Water Policy.

6. EVIDENCE USED FOR BETTER POLICIES

Brazil – Minas Gerais: CLEAR LAB supported the Government of Minas Gerais to develop its M&E system. The first annual M&E Plan was published in 2022, including 9 programs to be evaluated. The annual evaluation report was published in 2023. For each evaluated program, there is a plan with recommendations to be implemented.

Brazil – Federal: CLEAR LAB assisted the Federal Government of Brazil in the development of ex ante and ex post evaluation guides. The National M&E Council was created in 2019 and has already carried out 4 annual evaluation cycles, with more than 60 evaluations completed. For each evaluated program, there is a plan with recommendations to be implemented.

GEI COUNTRY PROGRAMME STATUS UPDATE (APRIL 2023)

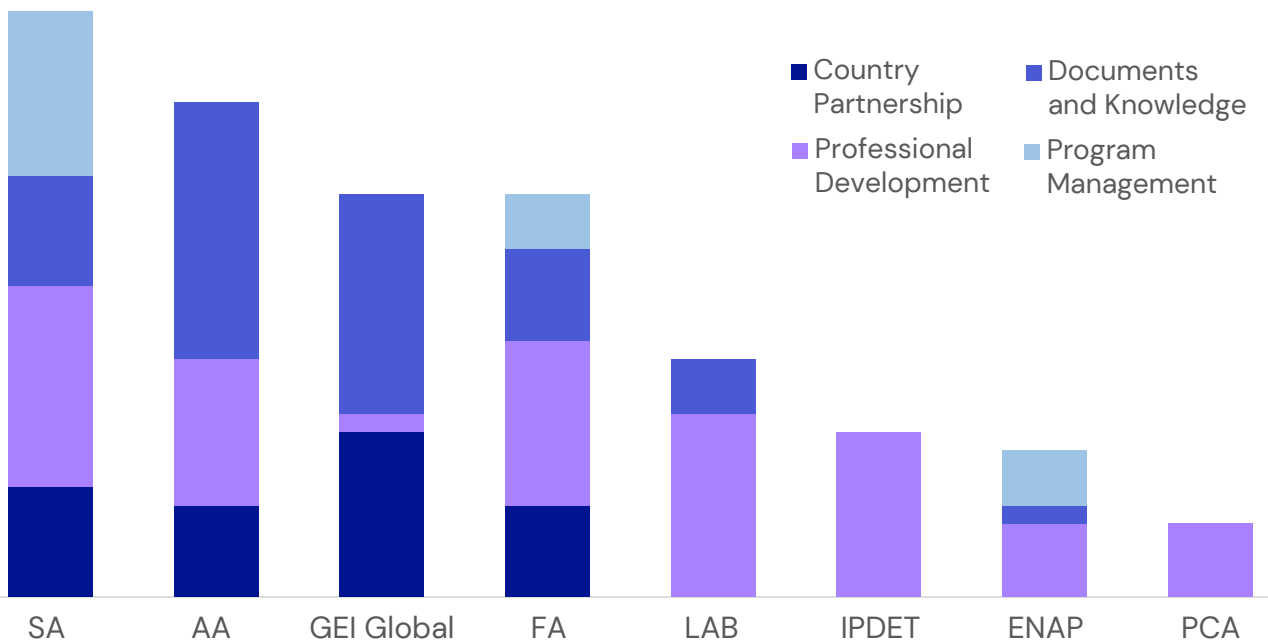


GEI at a glance: July 22 – Mar 23

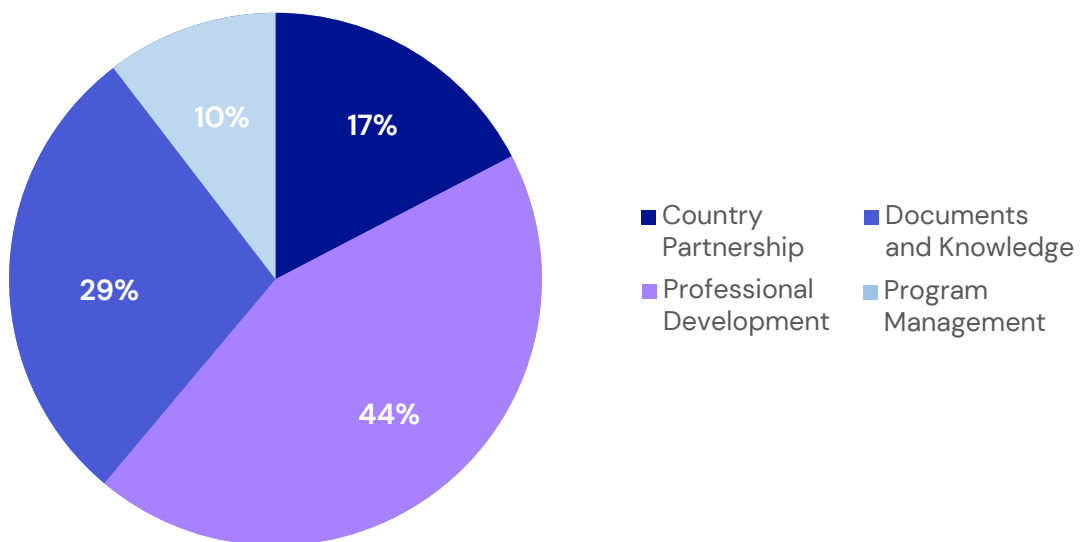
NUMBER OF REPORTED ACTIVITIES



GEI GRANTEE ACTIVITY BREAKDOWN

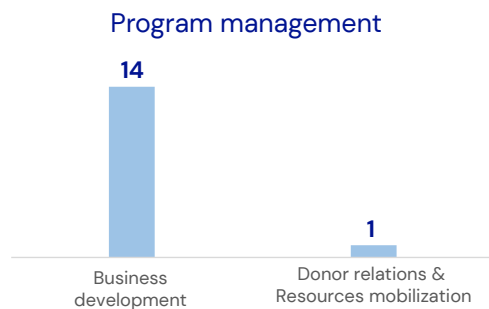
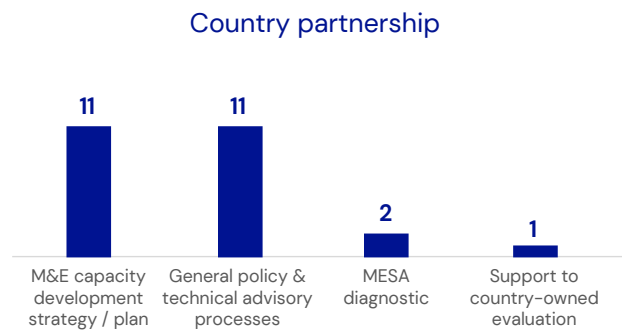
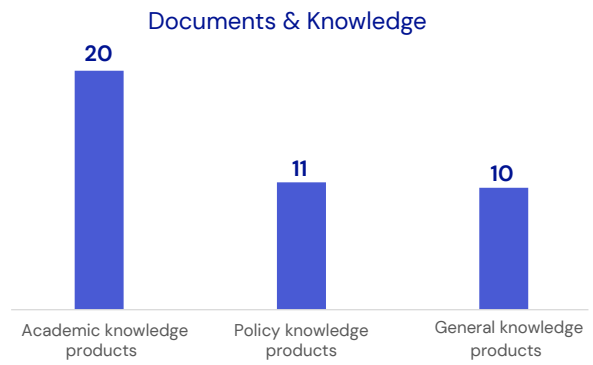


ACTIVITY CATEGORY

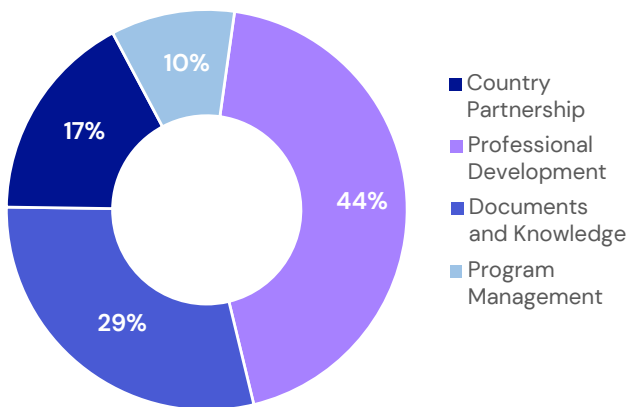


GEI at a glance

ACTIVITIES



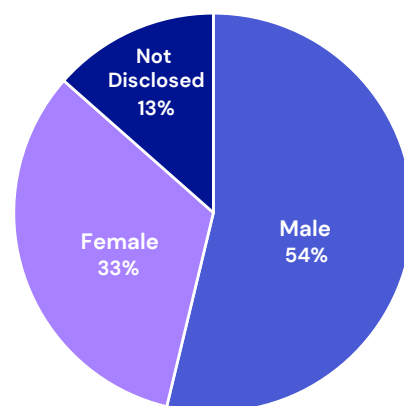
Summary of activities types



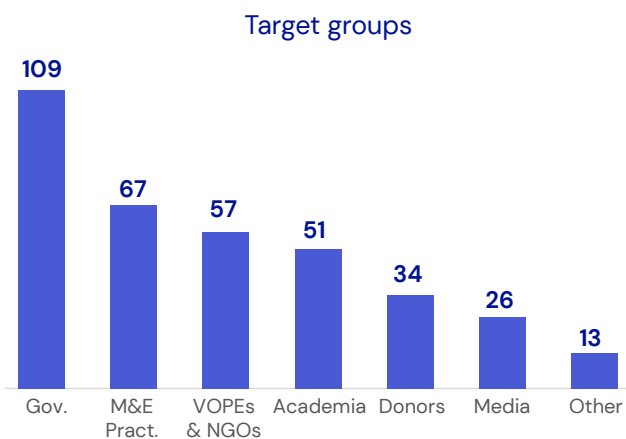
2989

PARTICIPANTS TRAINED

Gender of participants (in PD activities)



Whenever possible, GEI grantees aim for gender balance in their professional development activities. However, in certain contexts, grantees cannot fully control for who attends sessions. These cases account for the imbalance in gender breakdown among GEI participants.



GEI priority areas

Whenever possible, the GEI network wants to ensure that its activities are informed by four key priorities, i.e. gender, youth, climate change and fragility. The graph below illustrates the number of activities that have incorporated key priority areas of the GEI:

Key highlights of each priority area are:

YOUTH



A strategy for Youth Support was drafted and presented to partners in the Working Group TPD. GEI Global Team also works closely with EvalYouth. A key objective is enhancing practical skills of YEE via hands-on learning programs that were piloted in different Clear Centers. A dedicated YEE knowledge platform is being developed and will be integrated in Betterevaluation.

GEI YEE activities are currently focused on a global scale. Interns participating in the hands-on learning program have supported different activities of the Clear Centers and have thus contributed to specific outputs on country level, such as

supporting evaluative processes (development of data collection tools and data analysis), support in conducting workshops and advisory services to government, support to application of MESA instrument etc.

In FY24 we expect the launch of YEE landing page at BetterEvaluation, gLocal events on YEE support with different partners (IEG, Caricom, EvalYouth), an essay competition for YEE on culturally responsive evaluation, in cooperation with IEG and EvalYouth, a feminist research grant for YEE in cooperation with Global Affairs Canada and EvalGender+, and the organization of the next edition of the Launchpad on gender transformative innovation in M&E with a focus on young M&E entrepreneurs.

CLIMATE CHANGE



Future national M&E systems should be climate proofed and integrate social and environmental concerns. GEI will support countries to build national MEL systems and capacities with knowledge on Environmental, Social and Climate (ESC) factors. GEI will work with partners and thought leaders in the ESC field to learn and develop new knowledge and training modules on transformative ESC practices for MEL.

In FY24, GEI will support the Climate Investment Fund (CIF) observers' program to build their evaluative skills, enable them to deliver ESC MEL evaluative studies. In parallel, GEI will integrate the ESC lens in all its ongoing projects (e.g. better

integrate ESC focus in MESAs, capacity building plans, training programs). GEI will also provide technical assistance on ESC MEL to governments and the global climate community.

GENDER



In FY22, the GEI global team drafted and presented the Gender and Inclusion strategy to the network. Beginning in FY23, the gender team has worked on two levels: by supporting internal knowledge sharing in the network and by designing a long-term implementation plan that would allow GEI to systematically incorporate gender across its work.

This year, the gender team hosted internal brown bag sessions for implementing partners where the centers could present their success stories or challenges related to embedding a gender lens into country partnerships and professional development activities. Additionally, UN

Women and EvalGender+ have joined the GEI, bringing relevant technical skills to the network.

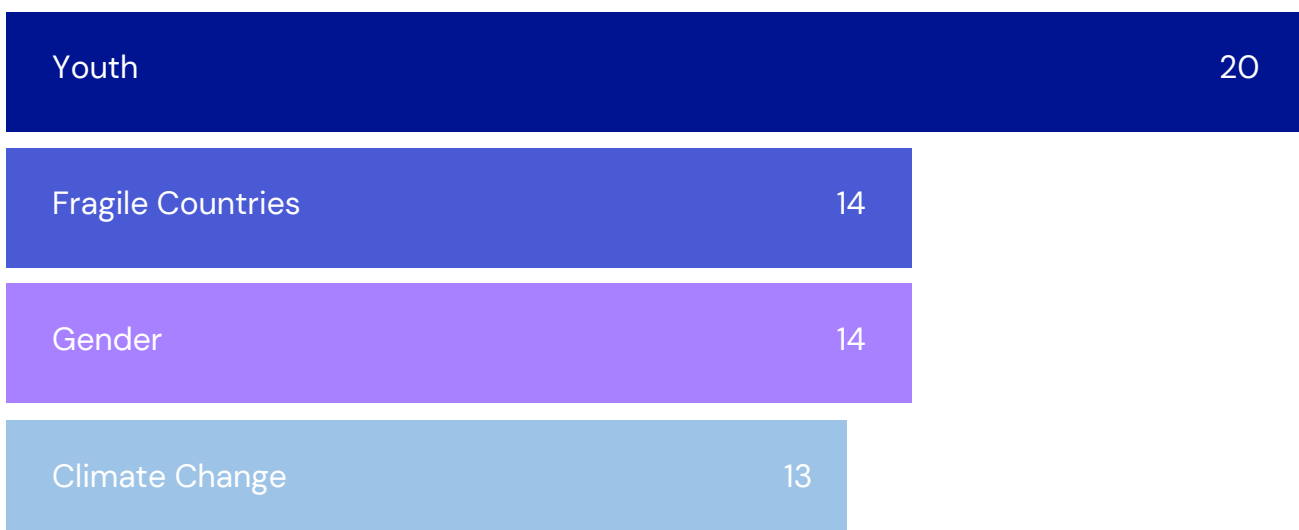
In parallel, the gender team has worked with Global Affairs Canada (GAC) to design the Feminist Innovations in Monitoring and Evaluation (FIME) project. FIME is a 3-year project funded entirely by GAC that will enable the GEI network to bring a gender-transformative approach to M&E systems. The project will officially kick off in July 2023.

The overall goal of the FIME project is to ensure that the global M&E community systematically applies gender transformative practices across different regions, countries, and sectors. This will ultimately lead to country M&E systems that are designed to address the differential lived experiences and meet the needs of all peoples by utilizing feminist approaches.

This project will do so by facilitating the institutionalization of gender transformative practices through:

- integrating this knowledge into ongoing work by GEI and partners;
- undertaking specific activities that will advance the use of feminist and gender transformative practice in M&E; and
- ensuring the relevant knowledge products and resources are available and accessible to a wide audience.

GEI ACTIVITIES INFORMED BY PRIORITY AREAS



Knowledge and Communications



GEI continued to work on expanding its knowledge platform, BetterEvaluation. After the platform overhaul was launched in November 2022, we focused on the development of additional sections and pages that offer new content such as:

- The first-of-its-kind [Global Directory of Academic Training in Evaluation](#) and a [Directory of all Ongoing Training Programs offered by GEI Network Partners](#). Both directories are free for all users, and they will be updated on a regular basis.
- The [Monitoring, Evaluation and Learning \(MEL\) toolkit for grant-makers and grantees](#): This toolkit is a curated compilation of MEL resources developed by the team leading MEL for the Open Society Foundation's Economic Justice Program (EJP).

Since November 2022, we have added 48 new resources to our site, with 37 of these being community contributions. These resources cover a diverse range of topics, methodologies, and case studies, reflecting the valuable input and expertise of our community members. Some of our most popular new resources include:

- [Monitoring, evaluation and learning \(MEL\) toolkit for grantmakers and grantees](#) (Resource collection)
- [Pulling up the floorboards: Reshaping accountability and evaluation in an era of core costs grantmaking](#)
- [Guidelines for applying the climate and ecosystems health criterion in the commissioning, design and implementation of evaluations](#)
- [ThematicAnalysis.net](#)
- [How to engage with Indigenous Tribes & communities in evaluation research](#)

In an effort to maintain the highest standards of quality, accuracy, and relevance of material for the platform, we have set up a Content Review Panel. This panel plays a crucial role in reviewing and providing feedback on content submissions, and ensuring that the resources posted on BetterEvaluation are up-to-date, comprehensive, and adhere to best practices.



gLOCAL Evaluation Week is one of the biggest knowledge exchange events on M&E in the world. For [gLOCAL 2023](#) the GEI has received over 360 event proposals.

In time for this year's event which will take place from May 29 – June 2, the gLOCAL website has been revamped. The new design and functionalities allow users to navigate the content more easily.



Webinars, podcasts, blogs, social media and newsletters are other ways through which GEI disseminates knowledge at a global level reaching thousands of M&E practitioners around the world. Some of the most popular products include:

- PODCAST: [Evidence Points to Ways to Reduce Gender Inequalities](#)
- BLOG: [The Launch of Feminist Innovation in Monitoring and Evaluation \(FIME\) Project](#)
- BLOG: [Footprint Evaluation in Practice: Case Study on Uganda's Private Sector Development Strategy](#)
- BLOG: [A Critical Look at Evaluation's Value Proposition: Has Evaluation Become Just a "Check the Box" Exercise?](#)

GEI co-hosted the [NEC Conference in Turin in October 2022](#), where over 300 participants from more than 100 countries shared knowledge on M&E systems development. Six months later, the GEI also hosted "[NEC+6: Taking forward the Turin Agenda](#)", an online conference to discuss the progress made in strengthening national evaluation systems and to explore what gender-responsive and climate-informed evaluation systems look like. The event was attended by over 450 participants connected from 120+ countries.

Finally, the recently established network of GEI communication focal points across the GEI has led to a more concerted communication effort around GEI-related events. This has allowed the GEI Global Team to boost its information-sharing on a continuous basis through multiple channels ([GEI Website News](#), [Newsletter](#), and social media). As a result, GEI's digital presence and engagement continues to be strong and grow organically, reaching over 1.2 million users every year.

GEI Program Management

Activities include the management of 7 grants provided to implementing partners, the management of GEI governance bodies, fundraising activities and the establishment of new centers for the delivery of GEI program globally.

Grants to Implementing Partners

A total of 9 grants have been made to implementing partners since the inception of the GEI program. A table illustrating the grants provided to implementing partners is presented below. In addition to the first round of grants, the GEI global team has disbursed the second tranche of grants to CLEAR Anglophone Africa and CLEAR Lusophone Africa and Brazil. In FY24 additional grants will be provided to implementing partners as illustrated below:

GRANT	Grant disbursement schedule		
	Grant amounts to be disbursed in FY22	Grant amounts to be disbursed in FY23	Grant amounts to be disbursed in FY24
IPDET	1,460,000		687,000
ENAP	250,000		265,000
CLEAR AA	650,000	650,000	650,000
CLEAR FA		875,000	565,000
CLEAR LAB	736,000	736,000	792,000
CERP		750,000	305,000
CLEAR SA	852,516	-	487,040
TOTAL per FY	3,948,516	3,011,000	3,751,040
Cumulative disbursement	3,948,516	6,959,516	10,710,556

The GEI Global Team conducted field visits to CLEAR Francophone Africa, CLEAR Pakistan and CLEAR South Asia.

A virtual supervision mission was conducted with CLEAR Anglophone Africa. It is expected that in FY24, all centers will be visited by the GEI Global Team as part of its program implementation support.

CLEAR LAC SELECTION PROCESS

The process to select a new CLEAR Center for the Latin America and Caribbean region is nearing completion. The process followed a rigorous method that included the request for Expression of Interest, a shortlisting process, interviews with shortlisted candidates, followed by a selection of two finalists. Finalists have been asked to prepare a full proposal which was submitted to the selection committee on April 28, 2023. The GEI Global Team will conduct site visits to the two finalist candidates and will be able to appoint a new CLEAR LAC Center by July 2023.

The selection committee included the GEI Global Team, the Interamerican Development Bank, WFP, and Deval.

NEW CLEAR CENTER FOR MENA

The GEI Global Team has been working with the Kingdom of Saudi Arabia to explore the possibility of establishing a dedicated CLEAR Center to serve clients across the MENA region. Discussions are focusing on using a RAS instrument to define the modalities of implementation for that new center. The Islamic Development Bank has also been supporting the idea.

Stories of Change



MOZAMBIQUE

Powered by Evidence: Mozambique's Journey

Committing to Change

Jorge Sipanela sits at a white table in Turin, Italy, in between sessions at the UNDP's National Evaluation Capacities Conference. He has joined other directors, ministers, and decision-makers from more than 100 countries who are working on good governance, resilience, and making sure that policies do the most for their citizens. Mr. Sipanela was invited to this conference at the behest of the Global Evaluation Initiative (GEI), as part of its mission to equip decision-makers with skills and knowledge – and to build a movement – around using evidence for policymaking. Committing to evidence-based decision-making on a national level brings with it many challenges, requiring new skills and knowledge and, in some cases, a need for advocacy. The opportunity to be among supportive peers working on similar issues serves as an inspiration for people like Mr. Sipanela, the National Director of Monitoring and Evaluation, from Mozambique's Ministry of Economy and Finance, who has been tasked with leading the government's efforts to strengthen the systems and processes that support public policy evaluation.

Since Mozambique emerged from civil war three decades ago, it has made enormous strides, having one of the fastest-growing economies in Sub-Saharan Africa from 2000–2015.¹ The country is “endowed with ample resources of arable land, water, and energy, as well as mineral resources and newly discovered natural offshore gas; three deep seaports; and a relatively large potential pool of labor.”² In addition, its coastal location supports regional development since four of the six countries that border Mozambique are dependent on its seaport for access to global markets.³ However, a debt crisis, destruction caused by cyclones, COVID, recent global disruptions to the food supply chain, and high energy costs have slowed this growth. Though Mozambique's coal and offshore gas reserves continue to attract foreign investments, inequality is at an all-time high and 64% of the population still lives in poverty.⁴ Mozambique's civil society and international donors have called on the government to improve transparency, good governance, and the impact of policies on its people. Additionally, recent global crises emphasize the need for resilience and the ability to do more with less. The Mozambique government has shown a strong willingness and commitment to respond to these challenges.

“As part of the reforms that are underway in Mozambique, the government saw the need to strengthen this area institutionally. We have a law that defines what must happen in the area of monitoring and evaluation in a broader perspective at all levels of governance. And there is also a demand from both partners and society in general to look at governance from a perspective of transparency, with the need to begin a process of evaluation and implementation of public policies, and to see what real impacts they are bringing to improving the lives of the population,” shares Mr. Sipanela.

In 2010, the Government of Mozambique created the National Directorate of Monitoring and Evaluation (DNMA), within the Ministry of Economy and Finance (MEF), as recognition of the importance of monitoring and evaluation in planning, budgeting processes and policymaking, in general.

In 2020, Mozambique passed a law establishing the new principles and norms for the organization and functioning of the *State's System for Financial Administration (SISTAFE)*, including a subsystem for monitoring and evaluation (M&E). *SISTAFE*, which was first established in 2002, is a policy and operational framework to strengthen the generation and use of evidence for program-based planning and management.

Mr. Sipanela feels hopeful about the future of monitoring, evaluation and evidence use in Mozambique. **“Some capacity building has already started, but it will have to be increased to equip the cadres, both at the government level and at the civil society level and others, with the necessary tools, a better understanding regarding the importance of results-based management and evidence-based decision making. This is extremely important for us and will feed back into the whole planning system in the country and the whole process of public policy formulation.”**

International Experience, Localized Support

Mr. Sipanela – and Mozambique – are not alone in their efforts. GEI Implementing Partner, the Center for Learning on Evaluation and Results for Lusophone Africa and Brazil (CLEAR-LAB), in collaboration with UNICEF-Mozambique, are working closely with government partners to support the institutionalization of evaluation and the use of evidence for decision-making and learning in Mozambique.

As part of an Africa-wide conference on evaluation of public policies held in Ghana in 2019, CLEAR-LAB hosted a smaller meeting for Portuguese-speaking countries to share experiences and create opportunities for networking and collaboration. CLEAR-LAB brought with it extensive experience supporting public policy evaluation in Brazil and was ready to share their expertise with other Portuguese-speaking countries. This meeting led to an ongoing working relationship with Mozambique, with collaborative activities starting in earnest in 2020, initially through remote collaboration due to the COVID pandemic.

Mr. Sipanela's efforts have clearly benefited from CLEAR-LAB's support, **“The diagnostic [that CLEAR-LAB supported] was extremely important for us because it allowed us to identify where things were going wrong, what the potentials are, and to see the challenges. It allowed us to conclude what were the priorities from our capacities standpoint and to see what had to be done to create and strengthen capacities in the evaluation area.”**

The diagnostic that Mr. Sipanela mentions is GEI's Monitoring and Evaluation Systems Analysis (MESA), a tool that is an important part of GEI's systems-based strategy, implemented in most of the countries where the Initiative works.

CLEAR-LAB worked closely with Mr. Sipanela's office on the MESA in 2020, mapping public sector institutions and stakeholders and developing a Capacity Development Plan to guide further activities to strengthen the



national M&E system. In 2021, another stakeholder mapping was conducted, mapping over 59 additional stakeholders and their contributions to the Mozambican M&E ecosystem.

As a result of the MESA findings, CLEAR-LAB, in partnership with UNICEF, has focused on three areas of support in Mozambique: 1) providing advisory services to support development of the country's legal and policy framework for a national M&E system; 2) building the capacity of stakeholders around M&E; and 3) supporting a multisectoral team with piloting the first-ever rapid policy evaluation in Mozambique.

An important initial step was the organization of a MEF Working Group to discuss the instruments, governance, and processes necessary to implement the M&E subsystem under the SISTAFE. Empowering local decision-makers with the information they need to build their national monitoring and evaluation systems ensures that these efforts are always country-led and country-owned – a key tenet of GEI's approach. This also allows for localized solutions to be developed – informed by GEI's global network of partner expertise, CLEAR-LAB is able to suggest best practices that are then tailored to Mozambique's context and culture in consultation with in-country partners.

Between October 2021 and January 2022, CLEAR-LAB facilitated Working Group meetings around the following main themes:

- Exploration of a series of international cases studies (prepared by CLEAR-LAB) on other countries' experiences building and strengthening national M&E systems. The content of this document was suggested by CLEAR-LAB as a prerequisite for participants of the Working Group.
- Discussion of governance, demand and incentives needed for the generation and use of evidence in a national M&E system.
- Definition of system components, including M&E tools (examples: ex ante evaluation, impact evaluation, rapid evaluation), the Capacity Development Plan and necessary efforts to build an internal culture supportive of monitoring, evaluation and evidence use.
- Preparation of a preliminary version of the national M&E subsystem framework (in a more detailed way than was presented in the SISTAFE framework) and of a work plan for 2022 (training plan, guides, pilot evaluations, partnerships, etc.).

This working group process resulted in several important actions such as the development of an *M&E Manual*, for which CLEAR-LAB provided support on the evaluation component. It is currently being revised to incorporate the inputs given by other Ministries. The Working Group also agreed to create a multiannual evaluation agenda mechanism, which in the context of Mozambique will be called the "National Evaluation Plan," (a legal instrument that that will establish which programs will be evaluated on a regular basis), among other decisions.

Stakeholders in Mozambique have also been benefiting from CLEAR-LAB trainings on M&E conducted with participants from other Lusophone countries – an important aspect of building a network of support for countries working on similar issues. For example, the "*Rapid Evaluation Training Online Course*" included nearly 100 participants from Mozambique, Cape Verde, Brazil, Angola and Sao Tome and Principe. Other trainings included "*Introduction to M&E*," and "*Introduction to Impact Evaluations*." An "*Evidence in the Public Policy Cycle*" course was held specifically for participants from Mozambique.

WHAT'S MESA?

GEI's Monitoring and Evaluation Systems Analysis (MESA) is a diagnostic tool that is an important part of GEI's systems-based approach. A systems-based approach moves beyond disconnected interventions and addresses the dynamic, interconnected real-world context of monitoring, evaluation and evidence use in each country. It tries to understand the whole picture. It explores the broader context, studies interactions between system stakeholders, acknowledges that certain shifts happen over time, and encourages collaboration between a variety of system participants. The MESA diagnostic tool guides country stakeholders in gathering, structuring, and analyzing information on the current capacity of their country's M&E ecosystem. It helps identify what is working well and what needs to be improved, informing capacity-development strategies meant to strengthen the economic, political, and social context that enables M&E to flourish.

In addition, as part of its efforts to build the capacities of local evaluation professionals, GEI funded an internship for a young evaluator from Mozambique as part of its “Hands-On Learning” Program for Young and Emerging Evaluators, who assisted CLEAR-LAB in 2022.

In support of Mozambique’s first multisectoral rapid evaluation, CLEAR-LAB is mentoring an Evaluation Committee to evaluate the National Water Policy. It is crucial to build evaluation capacities and to institutionalize evaluation “know-how” by Mozambican professionals and within governmental institutions. The Evaluation Committee is composed of approximately eight people, representing the National Directorate for Monitoring and Evaluation; National Directorate of Planning and Budget; National Directorate of Economic Policies and Development; Ministry of Public Works, Housing and Water Resources; and National Directorate of Water. Mozambique’s Evaluation Committee is receiving CLEAR-LAB’s support on evaluation planning, data collection, analysis, presentation of results and use of evidence. The final evaluation report on the National Water Policy will be the basis for an action plan to develop and implement the suggested recommendations and will serve as a model for future evaluations.



More on the Horizon

There is more on the horizon for Mozambique. Informed by the MESA diagnostic, CLEAR-LAB is supporting Mozambique’s efforts to further implement the *Capacity Development Plan*. For example, in 2023, CLEAR-LAB will support MEF in developing the government’s first National Evaluation Plan, will conduct additional training and capacity-building initiatives (which will be offered to line ministries and subnational governments), and will develop a methodological guide for evaluations. Additional activities will include supporting the government with building rapport with other governmental actors who will be involved in the process; helping to establish criteria for choosing programs to be evaluated; supporting the planning of evaluations, building evaluation teams, and undertaking evaluations; and, developing reporting structures, among other activities.

“We will continue counting on CLEAR-LAB and GEI’s assistance to strengthen the system and to have more interaction among the several groups involved, the several evaluator networks GEI knows around the world, and also to see [CLEAR-LAB more involved] around the country to allow a better exchange of experience and strengthen together what are good practices in the area of monitoring and evaluation.” Mr. Sipanela concludes.

Mozambique has stepped solidly onto a path toward good governance, transparency, resilience, and better policymaking – *letting evidence lead the way* – with CLEAR-LAB and GEI right by its side.

1 “The World Bank in Mozambique,” World Bank, accessed April 20, 2023, <https://www.worldbank.org/en/country/mozambique/overview>.

2 Ibid.

3 Ibid.

4 “World Bank Poverty and Equity Brief: Mozambique (October 2022),” World Bank, accessed April 20, 2023, https://databankfiles.worldbank.org/public/ddpext_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global_POVEQ_MOZ.pdf

IPDET

Turning Interest into Passion: How GEI and IPDET Build Individual M&E Capacities

Kenneth Otikal, Head of Planning, Monitoring and Evaluation (M&E) at the Dairy Development Authority (DDA) in the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in Uganda is in a team meeting with colleagues. **“You cannot have an M&E system without these elements and indicators,”** he emphasizes to his team. Kenneth is proud to share his M&E knowledge with co-workers and others. **“I wish my colleagues in my unit could have a similar experience [like the IPDET Training] and cement this passion for M&E forever,”** he says.

Olga Morozan, Educational Officer at the Pestalozzi Children’s Foundation (PCF) in Moldova, is speaking to a room of NGO representatives, civil society, and public authorities. She was invited by a local educational center to deliver a project management workshop, with specific focus on M&E. Using her knowledge on M&E has been helping her bring attention to issues that she cares about deeply, like gender equality. Olga also successfully advocated for each project at PCF to have a M&E component. She has helped to lead other trainings around M&E and gender. **“It is the beginning,”** she says, **“where I disseminated the information and shared how it . . . could change the mindset of people; not at the problematic level, but at organizational level in order to have a . . . quality-based organization.”**

As Olga notes, institutional change must often start with the individual. Since institutions are built by people, for real long-term organizational change to occur, the perceptions in the minds of individuals must also change. Consequently, one of the primary goals of the Global Evaluation Initiative (GEI) is strengthening the capacities of evaluators, policymakers, and other M&E professionals to understand the role of M&E and evidence in decision-making; to gather, analyze, and use evaluative knowledge; to conduct evaluations; and to better manage and use M&E systems. One of the ways that GEI accomplishes this is through supporting GEI Implementing Partner, the **International Program for Development Evaluation Training (IPDET)**. IPDET is a globally recognized and highly respected program for advanced training in the field of evaluation. Their courses and workshops pair professionals who commission, manage, practice or use evaluations with a distinguished international faculty in order to build foundational and advanced knowledge in evaluation. More than 4000 M&E professionals have received training through IPDET.

Both Olga and Kenneth have come a long way in their knowledge journey on M&E and are now sharing their knowledge with their teams and other organizations, influencing progress and inspiring transformation. It all started with the IPDET Hackathon.

First Stop on the Journey: IPDET Hackathon

In 2020, the COVID-19 pandemic was sweeping across the globe, limiting programs and travel. Even though both Olga and Kenneth had some experience with M&E and were familiar with the IPDET training, they hadn't been able to attend the in-person training before due to a lack of organizational resources and the global pandemic which made in-person training impossible, anyway.

They were both excited to hear that IPDET would organize the world's first online "Evaluation Hackathon." Participants could choose to work on one of ten topics. Kenneth and Olga both chose the challenge "**Alternative Data Collection if Field Visits are Not Possible in Times of COVID-19 and Developing Innovative Solutions**" and ended up being placed on the same team, with other M&E professionals from all over the world.

The idea of their team's project, "EvalHub" aimed to solve data collection challenges under the COVID-19 pandemic. It would enable

"I remember the moment when it was the graduation and the final selection. I didn't think that we were going to win and one of the teammates informed us: 'Guys, we won.'"

Olga

evaluators to collect information remotely where there are methodological constraints due to social distancing and travel restrictions. It ended up being one of two first place winners of the Hackathon.

By winning first place at the IPDET Hackathon, Olga and Kenneth's team received a scholarship to participate in the IPDET program and they decided to use their scholarship once travel restrictions were lifted. "We want to see each other's faces in real life, to meet and hug, and to network with real people," they agreed.

"The blend of participants in our team that we had for the Hackathon was multidisciplinary and provided much for the content areas that we needed to succeed. I believe the judges were impressed with our work and solutions presented at the Hackathon."

Kenneth

Learning with an International Cohort Deepens Knowledge and Builds Connections

"We have the winners of Hackathon 2020 with us!" announced Head of IPDET, Dr. Stefanie Krapp, in the opening session of the 2022 IPDET Training Program in Bern, Switzerland. Olga and Kenneth, together with their teammates, and over 100 other participants from all over the world cheered.

In addition to the IPDET Core Course, participants can select additional workshops to tailor their learning to personal needs and interests. Olga and Kenneth both participated in the workshop "Developing M&E Systems in Organizations" led by Prof. Dr. Reinhard Stockmann and Dr. Wolfgang Meyer from the Center for Evaluation, Saarbrücken, Germany. Olga also chose "Gender-Responsive Evaluation: Enhancing Empowerment and Sustainable Development" with Dr. Marianne Meier from the University of Bern. Kenneth joined the "Communication and Reporting – How to Increase the Impact and Utility of Your Evaluation" workshop with Allison Malkin, mediator, trainer and coach in numerous countries.

During the training program, IPDET facilitates network building activities to help participants bond and build connections that last beyond the training in Bern. IPDET creates interactive spaces that foster a sense of belonging where people can meet and exchange knowledge.

Olga and Kenneth both highly valued the open atmosphere during the Bern program, which enabled connections that have lasted beyond the training. To maintain these connections, IPDET supports program alumni through monthly virtual meet-ups and through the IPDET CoSMOS, a community platform hosted on Discord.

"My memorable moment was meeting Dr. Wolfgang Meyer and Dr. Reinhard Stockmann, because one reads at school the books and literature from these authors who are experts in M&E and then you get to meet them face to face. That was a plus..."

Kenneth

Olga became very close with some of the other Bern program and Hackathon participants. They even met in Moldova to work on some evaluation projects. Kenneth made also important contacts at the IPDET training. He and several other participants have worked closely to submit joint proposals and are contemplating building a consortium of consultants.



Kenneth Otikal during the 2022 IPDET Training in Bern, discussing “The Role of Politics in the Evaluation Field” – his topic during the Participants’ Forum.

Bringing Knowledge Back Home

At his office in Uganda, Kenneth shared what he learned at IPDET in team meetings, especially focusing on the importance of improving their databases. Now his team is in the process of designing a web-based information system for his organization. Furthermore, he is advocating for the implementation of an M&E plan, anchored on their existing M&E policy.

The Ugandan Evaluation Association (UEA), which Kenneth is a member of, invited him to talk about how his IPDET experience and the knowledge he gained at the training could help advance the association.

Recently, an invitation letter arrived from the Office of the Prime Minister, which is the office that leads the M&E activities in Uganda. Kenneth was invited to join the national M&E technical group – he, of course, accepted.

An idea that Olga brought from IPDET is to build a community of evaluators in Moldova like UEA in Uganda. She is working with others on trying to connect individual experts, as well as their organizations and associations.

PCF Moldova’s CEO visited Olga’s team and she had the chance to share insights with them from the IPDET training. This was a valuable opportunity to influence how her organization viewed M&E and explain how a gender lens can be incorporated into PCF projects through M&E.

Olga has shared her IPDET knowledge with other organizations in Moldova, too. She has held workshops focused on topics such as how to create a baseline, how to choose the right indicators and how to integrate them.



Olga Morozaan sharing her knowledge from IPDET during a workshop at the America House Chişinău.

How IPDET Deepens Connections Between Participants

During the training program, IPDET facilitates network-building activities to help participants bond and build connections that last beyond their time in Bern. IPDET creates opportunities that foster a sense of belonging where people can meet and exchange knowledge. One of those opportunities is the “World Exhibition.” Dozens of countries are usually represented at the IPDET Program, bringing together a rich diversity of cultures, customs, and languages. To help build connection and a sense of belonging for participants, IPDET encourages participants to bring cultural and country-related items from home to display, discuss (and even exchange) during the World Exhibition. Learning about others’ country, culture and language lets participants have more meaningful interactions, celebrating differences as well as similarities. A sense of belonging – an important part of community building – comes from an individual’s feeling of acceptance and inclusion in a group despite differences.



Another opportunity is the “Participant’s Forum” where participants are encouraged to create poster presentations or “market stands” around one particular question. Students are encouraged to walk around and discuss the ideas presented on the posters/stands. This creates an opportunity for a more informal exchange of information and helps participants get to know each other, find common ground, explore new ideas, and seek advice.

Building a Global Movement, Powered by Evidence

Building national M&E capacities is a fundamental part of GEI’s strategy. For M&E systems in developing countries to work effectively, trained policymakers, evaluation professionals and other specialists are needed to support the development and use of these systems. The demand for M&E practitioners with up-to-date skills and knowledge continues to grow.

In addition, individuals have the power to make a difference and create change within their organizations and communities. By giving evaluators, policymakers, and other M&E professionals the knowledge and skills to deepen their practice, GEI and IPDET build a global movement of individuals and organizations who value the power of evidence to improve people’s lives.



COLOMBIA

Finding New Opportunities for Leadership on M&E

When Gustavo Petro’s administration took office in Colombia in August 2022, an important report awaited his policymakers – a summary of all the public policy evaluations conducted by the National Department of Planning (DNP) over the last four years, with clearly worded explanations of findings and recommendations on next steps. This report was the first of its kind in Colombia’s lauded history of efforts around national monitoring and evaluation (M&E) and was an important step in Colombia’s latest effort to increase the use of evaluation findings by the public sector and the general public. The report is also setting the stage for the country to show regional and global leadership on how to better communicate evaluation findings to policymakers.

A team from the Global Evaluation Initiative (GEI), worked closely with the DNP, Colombia’s agency tasked with national M&E efforts, on this report, producing a document quite different than past reports. What set this report apart from previous efforts was the focus on translating results from technically rigorous evaluations into straightforward, accessible language. Making sure that evaluation results are understood by stakeholders and decision-makers is an important way to ensure that successful programs and policies receive the positive attention they deserve, while those that are struggling are improved. Communicating evaluation results clearly also helps policymakers continue to view evaluations as valuable tools. This summary report of evaluation findings was part of GEI’s ongoing support to DNP, as it undertakes the latest effort in strengthening the National Management and Results Evaluation System (Sinergia).

“The Colombian evaluation system continues to have an important presence in government decisions and is regarded as a best practice example. However, there is a willingness to improve with the GEI support. We hope to count on GEI’s support to continue improving our evaluation process and to have more and better evidence for decision making.”

Carlos Castañeda, Director, Dirección de Seguimiento y Evaluación de las Políticas Públicas, DNP

A History of Progress

Colombia is no stranger to being regarded as a leader in Latin America – and globally – for their national M&E system. For the last three decades, Colombia has focused on institutionalizing the role of M&E in government processes and decisions. It has long been seen as “one of the strongest M&E systems in Latin America, in terms of the types of M&E it undertakes, its overall credibility, and its utilization,” according to the World Bank.¹

In 1994, DNP was given legal responsibility for reporting evaluation results annually to the National Council for Economic and Social Policy (CONPES) headed by Colombia’s President. Sinergia was created the same year and served to “operationalize the constitutional and legal mandates for evaluation by assigning responsibility for self-evaluation to all agencies in the executive branch of government.”² In mid-2002, the government “introduced management by results, transparency, and

¹ “A Diagnosis of Colombia’s National M&E System, SINERGIA.” World Bank Group. Accessed April 9, 2023. https://ieg.worldbankgroup.org/sites/default/files/Data/reports/sinergia_0.pdf.

² “Case-Study #4: National Evaluation Policy In Colombia.” Parliamentarians Forum for Development Evaluation. Accessed April 9, 2023. <https://www.betterevaluation.org/sites/default/files/cscolombia.pdfdefault/files/cscolombia.pdf>

accountability as key principles for public sector reform through the Public Administration Renewal Program. SINERGIA received new importance and became the focal point of the results-based management reform.”³

Part of what makes Sinergia and DNP’s efforts around M&E a best practice example is the willingness and commitment to continue improving. Consequently, in 2020, DNP decided to focus on improving the use of evaluation findings by decision-makers and policymakers, approaching GEI to support this goal.

A Holistic Approach to Meet Objectives

For the last two years, a GEI team has been providing technical and advisory services to DNP, focusing on several intersecting factors that are influencing the uptake of evaluation findings in Colombia.

CONPES Document. Early on, Colombia decided that using the power of CONPES was the best approach to ensure cross-government buy-in. The CONPES is the “highest national planning authority and is the government’s advisory body in all aspects related to the country’s economic and social development. To achieve this, it coordinates and orients the organizations in charge of economic and social management by studying and approving documents on the development of general policies presented in the session.”⁴

The GEI team provided feedback to DNP on the CONPES document 4083⁵, which is the official commitment of the Colombian government to improve its national M&E system in the period of 2022 – 2026. GEI’s recommendations included the following:

- The evaluation cycle should not only include current evaluations of policies or programs. It should also include evidence from previously conducted evaluations in Colombia – or even evaluation findings from similar programs from other countries – for the design of new programs. For this reason, DNP plans to soon open a new Analysis Unit.
- The national M&E system should include the Ministry of Finance. Ministries of Finance are key players in national M&E systems, especially if evaluation results are meant to be linked to the budgetary process. DNP included this element in the CONPES document, and it is now actively trying to be included in the budget process. This task has not been easy, but the effort is beginning to show results.
- The national M&E system should start including rapid evaluations, making the system more flexible so that it can respond to specific demands from programs and sectors in a shorter turn-around time than traditional evaluations. DNP is actively seeking to generate this type of evaluation and thus expand its offer of evaluation tools.
- The national M&E system should include concrete evaluation guidelines. Even though Colombia has sound prescriptive elements for its system, concrete guidelines for evaluations are not in place. (GEI will be supporting DNP with these guidelines.)
- To support the CONPES document, DNP, GEI, together with their partners DEval, the World Food Program and FOCELAC, suggested that Colombia set a baseline using the National Evaluation Capacities Index (INCE). INCE is a collaborative diagnostic tool that measures evaluation capacities and practices at the national level. GEI will complement the INCE with a diagnostic on the use of evaluation findings during 2023. Both results will be part of the CONPES document process.

Impact Evaluation Workshops. With the support of GEI, DNP staff and invited academics from Colombia attended an online workshop on impact evaluation, organized by GEI Associate Partner, 3ie. Workshop topics included the latest impact evaluation techniques, including big data, new double-difference evaluation methods, and methods using artificial intelligence. The DNP staff are now more prepared not only to engage in new impact evaluations but also to supervise and coordinate those evaluations. The DNP team is now working on impact evaluations for some of the new administration’s programs.

³ Ibid.

⁴ “National Public Investment System of Colombia.” Regional Observatory on Planning for Development in Latin America and the Caribbean. Accessed April 9, 2023. <https://observatorioplanificacion.cepal.org/en/planning-systems/national-public-investment-system-colombia>

⁵ “Strengthening the Use and Institutionalality of Assessments for Decision-Making in Colombia.” Document 4083 of the National Council of Economic and Social Policy Republic Of Colombia, National Planning Department. Accessed April 10, 2023. <https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/4083.pdf>

Evaluation Summary Document. The GEI team supported the development of a document that summarized the main results and recommendations of policy evaluations carried out in 2018–2022. This was a key input for the process of connecting with the incoming administration. For the first time in the history of Colombia, the evaluation system generated a non-technical document to summarize the most important findings of the evaluations for communication purposes to the general public, but especially for the new government. The DNP now has the clarity that they need to produce this type of document to increase the use of the evaluation findings. This is important not only when a new administration takes over, but also when DNP is trying to communicate the importance of the evaluation process.

Knowledge Sharing. GEI supported DNP in the organization of various events for gLOCAL Evaluation Week 2022 to share recent experiences around their goal of increasing the use of evaluations in the Colombian national M&E system.



Moving Forward Together

Looking forward, GEI's team in Colombia has a lot planned with its DNP colleagues. To complement the findings of the INCE diagnostic conducted in 2022, GEI will be designing and implementing a custom diagnostic to measure the use and uptake of evaluation findings across the Colombian public sector. Based on the findings of this diagnostic, GEI will develop guidance for the use of evaluations and will advise DNP on how to develop an indicator for the use of evaluations.

In addition, based on the results of the diagnostic on the use of evaluation findings, the GEI will produce, together with DNP, a set of recommendations to improve the public policy decision-making process using evaluation findings. These recommendations will include ideas about adjusting the evaluation cycle during the year to match it with the budgetary process, a work that has already started at the DNP.

Lastly, GEI will be helping Colombia share its experiences through three sessions at gLOCAL Evaluation Week 2023. The three sessions will look at the evaluation of graduate education in Colombia; how to better communicate technical evaluation findings to the general public and policy makers; and, the best way to measure the use of evaluation findings.

Colombia's leadership on national evaluation system implementation is continuing with a new – and important – phase of improvement, again setting a standard on using evidence to improve the lives of their citizens.

MADAGASCAR

You Need Several Arms to Encircle a Baobab Tree: Madagascar Moving Forward on National M&E

Over two years of hard work, negotiation, patience and grit had culminated in this moment of progress. Madagascar government representatives, development partners and international donors sat together, discussing ways to support Madagascar's plan to build their national monitoring and evaluation system – with each stakeholder offering support on a different element of the “Joint Roadmap.” It was a moment that really brought to life the African proverb, “you need several arms to encircle the baobab tree” – meaning that collaboration and coordination are necessary to achieve goals. It was also a moment that the Center for Learning on Evaluation and Results for Francophone Africa (CLEAR-FA), an Implementing Partner of the Global Evaluation Initiative (GEI), had brought to fruition by building trust, nurturing relationships and navigating a complex political context.

Throughout all its work in Madagascar and other countries, CLEAR-FA focuses on reducing fragmentation, catalyzing collaboration, and building partnerships – all fundamental to GEI's systems-based approach to strengthening national monitoring and evaluation systems in developing countries. Not only are partnerships and collaboration important because building an M&E system is an enormous task that requires substantial resources, but because many stakeholders participate in and influence that system. Increasing collaboration also decreases information silos and helps integrate different perspectives – and is especially important in a cultural context where interpersonal relationships are crucial for building trust and moving forward.

Since 2020, Madagascar has made considerable progress in transforming its national M&E system from one primarily focused on donor-oriented monitoring and evaluation to a more organized, country-owned system, where evaluations are getting aligned with national priorities, despite some remaining political and technical hindrances.

Madagascar: A History of National M&E System Ups and Downs

The Republic of Madagascar is a semi-presidential democratic republic with a popularly elected president, a prime minister, a council of ministers, and a bicameral parliament. The President, the Prime Minister and the Council of Ministers constitute the Madagascar Government. The Parliament consists of two chambers, the Senate and the National Assembly.

In 2008, the Madagascar Government created, within the Ministry of Economy and Finance, the **National Integrated System for Monitoring and Evaluation (SNISE)** and established the National Statistics Development Strategy. The Government also put in place a directorate in charge of monitoring and evaluation. Despite these efforts, the Government did not undertake any evaluations, the monitoring system was barely functional, and reporting was scarce. Additionally, the SNISE was only used within the Ministry of Economy and Finance, leaving other branches of the Government with a poor M&E and reporting system.

In 2010, the newly adopted Constitution of the Republic of Madagascar stipulated that the Parliament was to oversee the evaluation of public policies, with the Court of Auditors providing technical support. In the following year, the Parliament set up a commission for the evaluation of public policies and launched the process of developing a guide for the evaluation of public policies.

This situation, in which responsibilities for evaluation were to be shared among various institutions, without clearly defined responsibilities or modalities to collaborate, led the Government to seek the support of UNICEF, UNDP, and the Center for Learning on Evaluation and Results for Anglophone Africa (CLEAR-AA) to develop a participatory and inclusive national evaluation system. The objectives of the requested support were to create a system capable of aligning evaluation with national development priorities and to change the evaluation paradigm from one characterized by punishment, resistance, and denial, to an approach that promoted learning and continuous improvement. The question of who would host the coordinating agency for the newly-reinvigorated national system – the Government or the Parliament – created a sensitive situation requiring a creative resolution.

CLEAR-FA: Supporting Progress in Madagascar

In November 2020, the Government of Madagascar, the Centers for Learning on Evaluation and Results for Francophone Africa (CLEAR-FA) and for Anglophone Africa (CLEAR-AA), UNICEF, and UNDP agreed to pool their resources to support building a new, whole-of-government national evaluation system.

CLEAR-FA began its support by finding a way for the two entities currently in charge of evaluation in Madagascar to communicate and collaborate by helping to set up the Steering and Technical Committees for the implementation of the national evaluation system agenda. The Steering Committee is co-chaired by the Secretary General of the Presidency and the Chairperson of the Commission in charge of the evaluation of public policies at the National Assembly, whereas the Technical Committee is led by the Ministry of the Economy and Finance. Both committees include representatives from the Presidency, the Parliament, MASSE (the Madagascar Voluntary Organization for Professional Evaluation – VOPE), the Ministry of Economy and Finance, CLEAR-FA, UNICEF, and UNDP. These Committees created an inclusive platform for the implementation of the national evaluation system agenda and helped to ease some of the existing rivalry around the hosting of the new M&E coordinating agency, allowing for activities to move forward.

Under the guidance of these Committees, CLEAR-FA and CLEAR-AA supported the country in undertaking GEI's Monitoring and Evaluation Systems Analysis (MESA) diagnostic. During this process, ninety-seven individuals representing all key national monitoring and evaluation stakeholders were consulted. The report was validated by the Government, the Parliament, and the other consulted stakeholders, paving the way for the development of the national evaluation policy (PNEVal), for which CLEAR-FA provided technical assistance in 2021.

To develop the PNEVal, CLEAR-FA, with the support of CLEAR-AA, designed a participatory methodology and conducted four inclusive national workshops, in partnership with UNICEF and UNDP. The 159 participants of the workshops were gathered from the country's 22 regions,

“Developing Madagascar’s national evaluation policy confirms the Malagasy State’s clear desire to promote a culture of performance. During this process, 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.

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

¹ This includes representatives of the line ministries, the Presidency, the prime minister cabinet, the civil society, MASSE, universities, Parliament, Court of Auditors, governors

the central and local government entities, Parliament, universities, civil society organizations, private sector as well as development partners. To strengthen the country's ownership over the PNEVal structure and content, national experts and stakeholder group representatives were organized into small teams that each wrote a piece of the policy with the oversight and technical support of CLEAR-FA.

Although the PNEVal has not been approved yet, the policy development process and the MESA recommendations convinced the Committees of the importance of building an M&E culture in the country. The Committees requested CLEAR-FA's support to train M&E focal points within state institutions, the private sector and civil society organizations. Two training workshops were held in 2021 for 70 individuals on "Public Policy Evaluation." To ensure that the training workshops were inclusive, CLEAR-FA and UNICEF developed criteria to select participants for the training and consultation workshops that were sensitive to gender, age, year of experience, physical disability, and organizational affiliation. Some participants of these training workshops were involved in the first evaluation undertaken by the Court of Auditors.

Public Advocacy on M&E

In addition, CLEAR-FA supported the country with knowledge-sharing activities. The first event that CLEAR-FA supported was a webinar organized at the Francophone International Forum for Evaluation (FIFE) in 2022. It brought together government officials from Gabon, Benin, and Madagascar to discuss their strategies for strengthening their national evaluation systems. Following this webinar, the panelists agreed to create a platform for a regular exchange of their challenges and innovation in improving evidence-based decision-making processes and CLEAR-FA was asked to continue supporting this platform of collaboration.

With the goal of helping to overcome the misunderstandings between the Government and the Parliament with regard to the national evaluation system – and to facilitate communication and trust-building among the stakeholders – CLEAR-FA organized a second event. This event brought together representatives of Madagascar's national entities (Government, Parliament and MASSE) to discuss lessons learned from their recent work on the national evaluation system. Having the participants discuss challenges, share their views, and then agree on possible solutions was a valuable step toward building the trust and relationships necessary for moving forward together on work to improve the national evaluation system in Madagascar.

To further enable learning and knowledge exchange for Madagascar's M&E stakeholders, CLEAR-FA facilitated an invitation for the president of the Parliament's commission in charge of the evaluation of public policies to present at the 7th National Assembly of the African Parliamentarians Network for the Development Evaluation (APNODE) in Morocco. The president shared her country's experience with building a national M&E system and was able to hear the experiences of other parliamentarians. In addition, the meeting created an opportunity for the development of a local chapter of the APNODE Network. The APNODE Network serves as a platform where members of parliaments share information, knowledge and experiences on evidence use. Recognizing that parliamentarians are but one among many players in national evaluation systems, APNODE strongly focuses on collaboration and partnerships.



Building a Road to Collaboration

In December 2022, CLEAR-FA held one-on-one consultation meetings to discuss next steps, with officials from the Ministry of Economy and Finance, the Presidency, the Court of Auditors, the University of Antananarivo, UNICEF, UNDP, the World Bank Country Office, and the United Nations Resident Coordinator.

These meetings led to the design of the **2023–2024 Joint Roadmap**, approved unanimously by all participants during a workshop. The Roadmap includes objectives to be implemented over the next two years such as:

- Writing evaluation briefs to support policy planning and implementation.
- Building capacities of line ministries, other government entities, and the parliament on commissioning and using evaluation.
- Strengthening organizational capacity of MASSE.
- Supporting a university-level institution to develop education programs and research in the field of M&E to build a critical mass of evaluation professionals in Madagascar.
- Developing a repository of public policies.
- Improving the existing digital monitoring system by linking it with the planning, budgeting, and evaluation systems.
- Undertaking at least one evaluation on a national priority and providing the emerging evaluators trained during the previous two workshops with the opportunity to get involved in the evaluation process.
- Supporting national stakeholders to disseminate their experience through gLOCAL Evaluation Week 2023 and the 2023 FIFE.

This Joint Roadmap, which is being implemented under the oversight of the Technical Committee, improves coordination among all the stakeholders. For instance, in the framework of this Roadmap, UNICEF has committed to lead the development of the evaluation briefs and provide support to the University on developing education programs and research in the field of M&E. UNDP has committed to build the capacity of the Parliament. The United Nations Resident Coordinator, the MASSE, and the Ministry of Economy and Finance agreed to lead awareness and advocacy activities. The World Food Program, which recently joined the collaborative effort, agreed to support other individual capacity building activities. CLEAR-FA will continue to provide technical support. The Technical Committee agreed to meet on a regular basis to measure progress toward a sustainable national M&E system.

“The drafting of the Joint Roadmap provides us with an overall vision and a new perspective on our daily activities.”

Ndriakita Solonionjanirina,
Research and Evaluation
Specialist, UNICEF Madagascar

With a united group of development agencies, international donors, and CLEAR-FA by its side, Madagascar has taken important steps toward building a country-owned and country-focused national M&E system. This system can be used as a powerful compass for the future – guiding and targeting approaches, identifying problems early on, helping to course correct, and, ultimately, delivering better outcomes for the Malagasy people.

“The General Policy of the State of Madagascar has resolutely turned towards the implementation of bold reforms and vigorous interventions for the emergence of Madagascar. For this, we need a national evaluation policy that clarifies the roles of each stakeholder and the modes of collaboration and coordination in producing evidence. CLEAR, UNICEF and UNDP have completed all activities related to the development of National Evaluation Policy (PNEval) in an efficient and professional manner. We appreciated the responsiveness, availability, and innovative ideas to improve ownership throughout the process. An ideal partnership and a very rich collaboration that allowed us to challenge our PNEval in a constructive and thoughtful way.”

Colette RAJAORISON, Director of the Coordination, Monitoring and
Evaluation of Programs, Ministry of Economy and Finances

GEI workplan for FY24

Part A: Work to be undertaken by GEI Implementing Partners

Expected targets by center

Indicators	CLEAR AA	CLEAR FA	CLEAR SA	CLEAR PCA	CLEAR LAB	ENAP	IPDET	TOT
Number of policies, strategies, and/or plans supported by/ contributed by the grant	10	5	10	3	10			38
Percentage of participants that provide feedback on training relevance, quality and knowledge acquired	92%	85%	75%	75%	90%	85%	80%	N/A
Expanded institutional, thematic, or geographic coverage through new or existing partnerships	30	3	5	6	16	5	0	65
Number of technical outputs produced for partners and clients by the center	20	4	20	2	66	20		132
Number of requests for further engagement received by the center	20	5	10	6	20	3		64
Number of individuals attending knowledge sharing events	1000	400	400	250	1800	400	450	4700

Part B: Work to be undertaken by GEI global team

Work program area	Activities	Products
Country partnerships	Develop tools and resources	<ul style="list-style-type: none"> Revised MESA tool incorporating lessons learned from implementation Guidance notes on MESA implementation in cities and sub-national levels
	Implement country programs	<ul style="list-style-type: none"> Colombia DNP policy finalized Solomon Islands MESA and capacity development strategy finalized Uzbekistan MESA (with CLEAR PCA) Bhutan M&E framework technical assistance (with CLEAR SA)
Training and professional development	Convene WGTPD (and TPD collaborative work)	<ul style="list-style-type: none"> Training and evaluation capacity building for Climate Investment Fund Observers Foundational online course on M&E Competency framework for evaluators Expanded internship program Organization of Second Edition of the Launchpad with a focus on gender and women entrepreneurs
	Support training and professional development	<ul style="list-style-type: none"> Substantive/pedagogical contributions to selected training and professional development activities

Training and professional development (cont.)	Support country led evaluations	<ul style="list-style-type: none"> Country-led evaluations in Malawi and Ghana
	Manage IPDET	<ul style="list-style-type: none"> Updated IPDET training offer
Knowledge and Communications	Generate new content for the knowledge platform (BetterEvaluation)	<ul style="list-style-type: none"> Development of new M&E system resources and 2 thematic content, 5 blogs and 3 podcasts. Development of an evaluator database. Development of 4 country pages.
	Strengthen the GEI Communications Network	<ul style="list-style-type: none"> Monthly meetings of GEI Network of Communication focal points. Regular updates to the entire network and promotion of each other's content.
	Organize and participate to knowledge-sharing events.	<ul style="list-style-type: none"> Knowledge sharing events: NEC+12, NEC+18, gLOCAL 2024 and GEI BExchange Webinar series, IEG50
	Engage stakeholders	<ul style="list-style-type: none"> Development of strategic material. Development and dissemination of GEI and BE newsletters. Management and moderation of social media channels and community of practices.
	Manage Knowledge and communication platforms and channels	<ul style="list-style-type: none"> Collect resources relevant to GEI audience to be disseminated through GEI platforms Review and publish submissions of knowledge pieces both from the community and GEI partners on BetterEvaluation.org Update and further develop content and functionalities for all web platforms.
Operations and partnerships	Grant management and support to implementing partners	<ul style="list-style-type: none"> Supervision and implementation support for CLEAR AA, CLEAR FA, CLEAR LAB, CLEAR SA, CLEAR PCA, ENAP and IPDET Establishment of CLEAR LAC center and CLEAR MENA center Survey on gender-transformative practices among all GEI partners
	Convening governance structures	<ul style="list-style-type: none"> Partnership Council meetings twice a year Implementation Committee meeting Advisory Board meeting
	Initiate new partnerships	<ul style="list-style-type: none"> Updated resource mobilization strategy Expanded pool of donors to include private and philanthropic foundations
	Manage existing partnerships	<ul style="list-style-type: none"> Feminist Innovation in M&E project

GEI Budget estimates FY23-FY25

GEI budget estimates FY24

Cost categories	Value
Grants to implementing partners	3,751,040
Core staff GEI global team	1,704,200
Consultants	1,193,402
Equipment and buildings	177,200
Communications and IT	151,700
Travel (RETF supervision, fundraising, conferences)	150,000
Meetings and governance bodies (PC, AB, IC and Annual Meetings)	110,000
Support to country program	90,000
Global programs (internships, Launchpad, IOCE, etc.)	326,750
Admin	11,200
TOTAL	7,665,492

GEI Income and Expenditures Projections FY23 – FY25

	FY 23	FY24	FY25
INCOME			
Curent BOC in MDTF	3,994,600		
MDTF Contributions by FY	362,634	3,177,309	3,177,309
IEG Contributions		2,700,000	2,800,000
Additional expected contributions*		1,000,000	1,000,000
TOTAL INCOME	4,357,234	6,877,309	6,977,309
Carry over from previous FY***		4,357,234	2,904,352
TOTAL AVAILABLE INCOME		11,234,543	9,881,661
EXPENDITURES			
RETF Grants	-	3,751,040	3,210,000
Variable cost (BETF projections from work program)		1,988,852	1,988,852
Variable cost – ETCs		525,000	525,000
Fixed cost – Staff salaries + part BETF		2,065,300	2,116,100
TOTAL EXPENDITURES	-	8,330,192	7,839,952
End of FY GEI overall balance	4,357,234	2,904,352	2,041,709

* E.g. KSA RAS and other contributions as a result of fundraising

*** This refers to the balance between total cumulative income minus total expenditures at the end of a given FY.

GEI Financials

This table shows the generous contributions committed by the GEI donors to the GEI MDTF. Despite the difficult times in resource mobilization due to multiple international crises, some new donors have committed new resources to the GEI, demonstrating continued interest in the international development community for the GEI agenda.

GEI OVERALL INCOME (THOUSANDS, US\$)**

Bilateral Agencies						
	2021	2022	2023	2024	2025/26	TOTAL
Sweden	2,418,000	1,060,000	908,926	-	-	4,386,926
Netherlands	1,223,000	282,000	345,356	275,000	275,000	2,400,356
Germany	1,465,000	1,208,000	1,052,200	1,000,000	1,000,000	5,725,200
Switzerland	-	404,000	265,675	265,675	265,675	1,201,025
New Zealand	-	-	-	-	-	-
Finland	306,000	-	-	-	-	306,000
Portugal	-	11,000	-	11,000	11,000	33,000
Denmark	263,000	-	228,741	263,000	263,000	1,017,741
Canada	191,000	-	362,634	362,634	362,634	1,278,902
Total Bilateral	5,866,000	2,965,000	3,163,532	2,177,309	2,177,309	16,349,150
Multilateral and UN Agencies						
IADB	500,000	500,000	500,000	500,000	500,000	2,500,000
UNDP	200,000	150,000	200,000	200,000	200,000	950,000
UNICEF				10,000	10,000	20,000
Climate Investment Fund (CIF)				250,000	250,000	500,000
IFAD	50,000	300,000	40,000	40,000	40,000	470,000
Total MDB & UN Agencies	750,000	950,000	740,000	1,000,000	1,000,000	4,440,000
Total Bilateral, MDB and UN Agencies	6,616,000	3,915,000	3,903,532	3,177,309	3,177,309	20,789,150
IEG						
Total IEG Contributions*	3,308,000	2,200,000	2,900,000	2,700,000	2,800,000	13,908,000
Grand total cumulative MDTF	9,924,000	16,039,000	22,842,532	28,719,841	34,697,150	34,697,150

* Note that IEG Contributions for FY21 include \$808,000 in grants to GEI partners

*** Note that figures are by calendar year, not FY

Note that some figures for 2024 and 2025/2026 are tentative and are not yet covered by signed agreements.

GEI MDTF Current Account situation

Current account situation for the GEI MDTF as of end April 2023

Financial Summary

(+) Contributions Paid-in	13,372,378
(+) Investment Income	227,453
(-) Admin Fee	421,576
(-) Disbursements	6,274,191
Fund Balance	6,977,680
Commitments	3,320,702
Main Fund Balance	3,513,354
Balance of Commitment*	3,242,354

* BOC = funds available for new grant commitments

Fundraising

New GEI members

Over the course of FY23 two new members have joined the GEI. These are:

- UNICEF
- Climate Investment Fund.

Various other potential members have been approached. These include bi-lateral and multi-lateral institutions. Conversations have been held with the New Development Bank, the Global Fund, the Global Climate Fund, and the Caribbean Development Bank.

The Government of Sweden, on the other hand, communicated to the GEI team its inability to continue financing the MDTF.

Future strategy

The current global landscape has been characterized by numerous crises which have affected the donor landscape and the availability of public resources to support aid programs. This has required a reflection on the part of the GEI team with regards to its resource mobilization strategy. Such strategy includes:

- **Diversification of income sources** from purely bi-lateral contribution to include philanthropic and private sector foundations. To that effect, a variety of foundations were contacted, including BHP, Rockefeller, Ford, and MasterCard.
- **Offer advisory services on M&E systems** to large funds such as the Climate Investment Fund and the Global Environmental Facility. An agreement with the CIF has been reached and will lay the basis for a broader collaboration over the coming years.
- **Utilize the Reimbursable Advisory Services (RAS) instrument** to build partnerships. To that effect the GEI Global Team is working with the Kingdom of Saudi Arabia to support their M&E systems and lay the foundations for the establishment of a dedicated MENA CLEAR Center.
- **Explore the possibility of seconding staff** from bi-lateral donors who are not yet making contributions to the MDTF to enter the fund and indirectly freeing up resources that can be re-programmed to cover other costs.

Programmatic approach to fundraising

The GEI Global Team has put in place a more systematic strategy to pursue resource mobilization. Such strategy includes:

- Development of a monitoring database keeping track of all interactions with donors
- In-depth research to identify opportunities to align GEI goals with those of potential donors
- Communication and branding as an increasingly important element of our program of work
- Development of dedicated marketing material to inform discussions with potential donors
- Recruitment of *ad hoc* support to GEI resource mobilization strategy from FY24.

Annexes

Annex 1:

Supporting Documentation provided after November Update meeting

1. Centers for Learning on Evaluation and Results in Pakistan and Central Asia

Consistent with the agreements in the May 2022 Partnership Council meeting, the GEI proposes that the grantee housed within the Centre for Economic Research in Pakistan (CERP) adopt the CLEAR brand identity. This grantee was previously financed by CLEAR South Asia and worked closely with the team for a decade as a CLEAR Affiliate Center.

At the first GEI Partnership Council in May 2021, it was agreed that CERP would begin receiving funding from GEI through a direct grant. In June 2022, the center was awarded a grant of 750,000 USD with plans to award an additional 610,000 USD within the next three years, contingent on performance and agreement from the Partnership Council.

When the Partnership Council met in May 2022, partners recommended that the GEI Global Team works on improving the effectiveness of the partnership model. The Council also agreed that the Program Manager would act as the custodian of the CLEAR brand and work on harmonizing GEI's sub-brands. The decision to establish the GEI grantee as CLEAR Pakistan and Central Asia (PCA) is consistent with these agreements.

Establishing the center as CLEAR PCA will allow this team to leverage the CLEAR brand name in the region and build on existing initiatives that began when it was a CLEAR affiliate center. This includes trainings such as the Evidence-Based Program Design course and convening gLOCAL Evaluation Week within Pakistan. Furthermore, since CLEAR is globally recognized as a reputable ECD provider, using this brand would better facilitate the grantee's expansion outside Pakistan and into Central Asia.

The center will continue to operate as previously agreed, aligning its work with GEI's mission and results framework. This includes:

1. Strengthening monitoring and evaluation systems in Pakistan and Central Asia by:
 - a. Conducting a national-level Monitoring and Evaluation Systems Analysis (MESA);
 - b. Improving monitoring and evaluation capacity at the federal and provincial level.
2. Building a strong network of monitoring and evaluation professionals on an individual and institutional level through:
 - a. Open enrollment programs for individuals
 - b. Customized M&E trainings for partnered government institutions and departments
3. Generating and disseminating M&E knowledge products, including:
 - a. Publications
 - b. Knowledge sharing events
 - c. Convening gLOCAL Evaluation Week

CLEAR PCA will continue working in GEI's preferred thematic areas, including gender and climate change.

There will be no changes to the center structure or functioning due to the name change. CLEAR PCA will still align its progress with the GEI M&E framework by reporting implementation progress and results through GEI's management information system (MIS). The center will continue to be hosted by the Center for Economic Research in Pakistan (CERP), and as per the current agreement, the institutional and implementation arrangements for CLEAR PCA are governed by CERP.

While CLEAR PCA will continue to receive funding from GEI, it will also develop its own income-generating model to widen its revenue stream. This will be achieved by identifying and developing partnerships with multilateral donors and organizations interested in building or improving their existing M&E capacities through custom training and technical support.

2. Priority Country Selection

Background

At the time of its launch in late 2020, the GEI's ambition was to both deepen engagement in existing program countries (primarily countries engaged under the CLEAR Initiative), and to expand to several new countries. Expansion to new countries was to prioritize low and lower middle-income countries, countries affected by fragility, conflict or violence, and/or small states, and more specifically Small Island Developing States which are at particular risk to climate change (e.g. Solomon Islands).

Given its current level of resources and guidance from its Partnership Council, the GEI is now focusing efforts on a select set of countries, with an emphasis on achieving results, with limited expansion to new countries (or sub-national entities).

Over the past 18 months, the GEI has been categorizing countries where it works in two groups:

- Priority countries: countries where GEI implementing partners are pursuing a systemic and long-term partnership with national stakeholders, have done/are planning to do a MESA, are supporting or planning to support national partners to develop an M&E capacity development strategy and its implementation, and are engaged /planning engagement with World Bank and UNDP teams in country.
- Additional countries: where GEI implementing partners have a lighter or nascent engagement.

Current Priority countries

The current set of priority countries has emerged from a combination of the following factors:

- legacy work under the CLEAR initiative;
- criteria set by CLEAR Centers during the preparation of grant agreements under the GEI;
- the GEI priorities mentioned above; and
- the opportunity to partner with another GEI network member or other ECD actor where combined resources offer greater potential for results.

The table below summarizes the selection approach or criteria used by the different centers/teams.

Center	Selection criteria
CLEAR AA and CLEAR FA	<ul style="list-style-type: none"> • Demand/interest from the country • Potential for self- or co-financing • Potential to work with other partners • Space for technical and political champions • Likelihood of sustainability • Coverage of multiple sub-regions • Potential to work with other partners
CLEAR LAB	<p>Africa: pool of five Lusophone African countries</p> <p>Brazil: focus at state level (but also municipal)</p> <ul style="list-style-type: none"> • Priority to poorest regions • Clear demand for an M&E system
CLEAR SA	<p>Country level: Host country; potential to work with other network partners</p> <p>State level (India):</p> <ul style="list-style-type: none"> • Potential to build on existing partnerships • Demand • Demonstrate results with systems at differing levels of capacity
CARICOM	CARICOM selected the pilot Member States and regional institutions
EvalPCA	Host country; grant agreement foresees expansion into selected neighboring countries in Central Asia, where programming can build on existing networks and relationships

Going forward, the GEI will prioritize

- Existing program countries that continue to show government commitment and leadership in strengthening their national evaluation systems and to demonstrating results (i.e. all current "priority" countries will not necessarily remain "priorities")
- Countries with government demand and that show potential for demonstrable results
- Requests for support that are (partially) self-funded or (co-)funded by another partner
- Opportunities to collaborate with GEI network partners and their country offices/programs, with the associated potential for strengthened advocacy, co-funding, integration with other programming, and greater sustainability
- Strategic opportunities to demonstrate how the Turin Agenda can be taken forward (e.g. opportunities to integrate climate and ecosystems elements into a national evaluation system)
- Low and lower middle-income countries, countries affected by fragility, conflict or violence, and/or small states, especially Small Island Developing States which are at particular risk to climate change, where there is government demand.

3. Evaluation Strategy Update

The GEI has proposed a three-pronged evaluation strategy to assess different aspects of the GEI's work. During the previous two meetings of the Partnership Council, there was a detailed discussion on the components of the three strands of evaluative work:

- I. A case-based approach to assess the causal contribution of the GEI's country engagement work in M&E capability and systems development at organizational and national levels in selected countries.
- II. A survey (experiment) approach to assess the causal contribution of selected GEI training and professional development activities.
- III. A text analysis and web scraping approach to assess the causal influence of GEI's knowledge work and events.

The findings from the evaluative studies will complement the data and lessons captured through GEI&US and other regular reporting mechanisms (e.g. ISRs, ICRs) on activities, outputs and (to a limited extent) outcomes.

This evaluation approach aims to understand how and to what extent the GEI's work at the global, regional, and country levels contributes to changes in M&E capabilities and systems and, ultimately, changes in organizational learning, accountability, and decision-making for better policies and better lives. Additionally, it will support the overall end-of-cycle evaluation of the GEI's work which is planned in the final year of the first replenishment cycle.

The status of implementation is the following:

1. A reference group for the evaluative exercises has been set up, including representatives from Sweden, Canada, and Germany. Other partnership council members are invited to join at any time.
2. The GEI Global Team has appointed a coordinator and a researcher to manage the evaluative work.
3. In FY23, the GEI Global Team initiated the following activities:
 - o case selection,
 - o partnership building and tool development (country-level case-based approach);
 - o intervention selection,
 - o partnership building and tool development (survey experiment approach).

4. BetterEvaluation Quality Assurance

BetterEvaluation has been a leading source of M&E practice-related knowledge with a global reach. Under the umbrella of the Global Evaluation Initiative, BetterEvaluation is now moving into a new phase of M&E knowledge curation and sharing.

To even better serve multiple M&E stakeholder audiences, such as young and emerging evaluators, M&E practitioners, managers, commissioners, and decision-makers across the globe, BetterEvaluation is expanding its coverage in two important knowledge domains:

- Learning opportunities in evaluation, including the first-ever global directory of academic training programs in evaluation and
- M&E system resources through a repository of knowledge on national and organizational M&E system development initiatives.

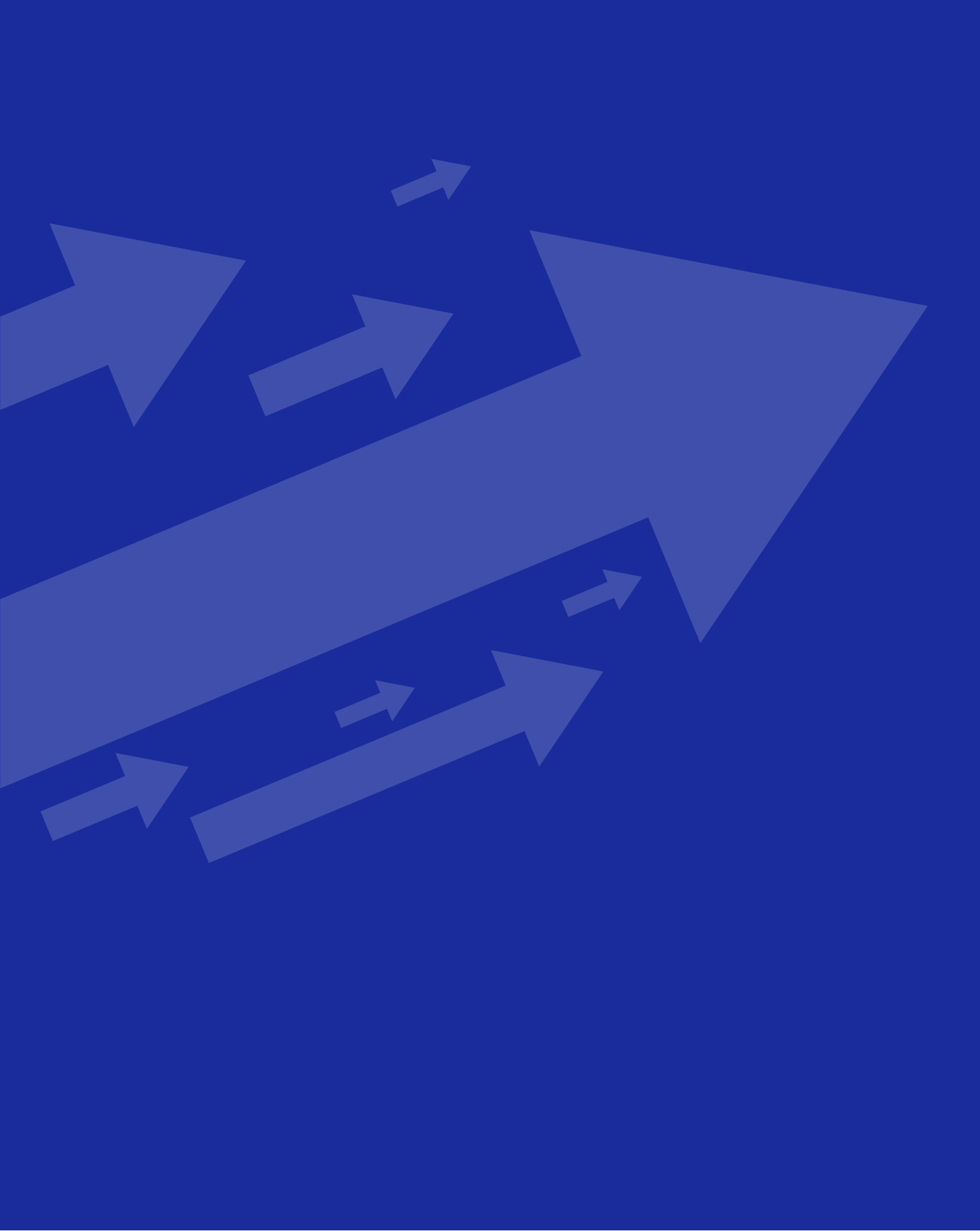
To further enhance its resources for Young and Emerging Evaluators (YEEs), BetterEvaluation is developing a YEE portal with tailored links to relevant parts of the knowledge platform as well as a dedicated content stream on career-related resources.

As a part of GEI, BetterEvaluation has updated and enhanced existing review and quality control mechanisms to ensure that platform content is high-quality and meets its audience's needs. More specifically, it has

established a two-step process content review process involving respectively the BetterEvaluation team and a dedicated review committee:

- Step 1: An initial classification of incoming content (commissioned by BetterEvaluation or suggested by the BetterEvaluation community) with a subsequent recommendation for the committee. This work is conducted on an ongoing basis by the BetterEvaluation team.
- Step 2: Monthly meetings by the review committee to discuss review items that need feedback or discussion, priorities for content development and overall progress on the work program. The review committee is composed of two senior evaluation experts and the coordinator of the BetterEvaluation team.

The GEI will revisit this process in a year to ensure that it is efficient and enhancing the quality of content on the BetterEvaluation website.



Contact us:

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