

# GEI GUIDANCE ON **Country Partnerships**



# Table of Contents

<b>1 Introduction .....</b>	<b>3</b>
<b>2 Country programs.....</b>	<b>3</b>
2.1 Financing country programs .....	3
2.2 Determining country program portfolio composition .....	4
2.3 Country selection .....	4
2.4 GEI’s country program implementation model.....	5
2.5 Country program conclusion.....	14
<b>3 Ad hoc support.....</b>	<b>15</b>
<b>4 Knowledge sharing and translation .....</b>	<b>15</b>
4.1 Country pages .....	16
4.2 M&E Systems resources .....	16

# 1 Introduction

This GEI Guidance on Country Partnerships is a supplement to the GEI Program Operations Manual section on country engagements, intended for GEI implementing partners, especially the CLEAR Centers. It describes how GEI and its implementing partners work at country level to achieve GEI's intended outcomes, summarized as “an increase in the number of governments using M&E systems to generate and use evaluative evidence to plan, design, and manage implementation of better policies and programs that support achievement of national and international development goals.”<sup>1</sup>

The GEI and its partners can support countries in one of three main ways:

1. Through long-term partnerships called “country programs”<sup>2</sup>, or
2. Through ad hoc support in response to requests that align strategically with the GEI's overall objectives and principles, or
3. Through its knowledge platform, where GEI makes available multiple resources that can be used by countries themselves to strengthen their own systems.

The GEI also supports countries through its global and regional training and professional development programs (including IPDET, PIFED, TAQYEEM, and GEI's hands-on learning program) as well as through other knowledge building, sharing and learning activities, but these are not covered in this note.

## 2 Country programs

Country programs are implemented in a select and diverse set of countries or sub-national entities. GEI implementing partners form systematic and long-term partnerships with national stakeholders, as well as with the World Bank, UNDP and other partners, to establish effective monitoring and evaluation systems able to generate and use evaluations and evaluative evidence to inform decision making. Country programs follow, in principle, an implementation model (Section 2.4), which usually includes doing a diagnostic (Monitoring and Evaluation Systems Analysis or MESA) study and preparing and supporting the implementation of a capacity development or systems strengthening strategy.

### 2.1 Financing country programs

Implementation of a country program can be GEI-funded but is best co-funded with other partners, especially the concerned government.

GEI funds can be used to finance initial advocacy and engagement activities, the completion of a MESA study; the preparation of a capacity development or system strengthening strategy and implementation of certain important elements of the strategy. If there are not enough funds available (either from the GEI or other partners) to undertake these core activities, a new country program should not be initiated.

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<sup>1</sup> GEI Implementation Committee, November 2022, presentation slide 20

<sup>2</sup> Also called “systems strengthening programs”, as GEI works with not only national (“country”) systems, but also with sub-national systems, such as state or municipal level systems in Brazil. It is also noted that these partnerships are not necessarily labeled “country programs” by the partner country. For simplicity's sake, this note will refer to “country programs”.

## 2.2 Determining country program portfolio composition

Each CLEAR center has a portfolio of country/systems strengthening programs where it can utilize GEI resources. The portfolio will change over time as a country reaches a level of maturity and ability to sustain and further strengthen its own systems, thus leading to country program conclusion, or becomes dormant (see Section 2.5).

CLEARs can implement additional country programs and other activities using funding from other sources.

The status of the portfolio of country programs is reviewed annually by the GEI team and the relevant CLEAR. Countries ready to sustain on their own (or with punctual support) or where there appears to be weakened commitment and little progress towards results (“dormant”) should be taken off the list and substituted with a new country.

The selection of countries to be included in each CLEAR’s portfolio is presented to the Partnership Council each year at its annual November meeting, clearly articulating the rationale for selection. The Partnership Council does not need to approve the list but may suggest adjustments.

## 2.3 Country selection

The GEI prioritizes the development of country programs in<sup>3</sup>:

- Countries with government demand for a comprehensive approach to strengthening their (sub- national M&E system and that show potential for demonstrable results. (Note that government demand is an essential criterion for support. Government demand may come from national center-of-government entities such as a Ministry of Planning or of Finance, from sub-national center-of-government entities, e.g. in large federal states such as Brazil or India, or from, less commonly, line ministries.)
- 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.
- Countries presenting strategic opportunities to demonstrate how the [Turin Agenda](#) can be taken forward (e.g. opportunities to integrate climate and ecosystems elements or gender and social inclusion considerations into a national evaluation system).
- Countries where there are opportunities for GEI implementing partners 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.

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<sup>3</sup> The current countries were selected using the following criteria:

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

## 2.4 GEI's country program implementation model

The GEI's implementing partners follow, in principle, a model with several distinct steps illustrated in Figure 2 below. This is only a *model* -- as reality is complex and capacity development is not a mechanistic, linear process – but one that provides a solid foundation for a systematic approach to country engagements.



Figure 1: GEI's country program implementation model

This chapter describes these steps and provides indicators of success for each step. Throughout this process, partnerships – with government and other country stakeholders, development partners and other evaluation capacity development actors – are key. Similarly, building and sharing knowledge are central to the GEI and are emphasized in each step. Each country and partnership arrangement will have its own context to which the model will need to be adapted.

### 2.4.1 STEP 1: CREATING A PARTNERSHIP

#### 2.4.1.1 Government

The first step in developing a country program is creating partnerships, first and foremost with the partner government, and laying foundations for future work. This step may look very different in different contexts, but generally involves connecting and convening (sub-)national M&E stakeholders to build trust and establish a partnership. This step may include advocacy activities, initial technical advisory services, substantive support to training and advocacy, and/or bringing people together to share experiences and discuss potential synergies. This step may take more or less time depending on the country context and the state of development of the national M&E system.

### 2.4.1.2 World Bank (required step)

When initiating a country program, the GEI implementing partners need to connect with the World Bank Country Office to introduce the GEI/CLEAR work in the country and explore potential synergies with World Bank programs.

#### HOW THE WORLD BANK WORKS AT COUNTRY LEVEL

The World Bank has offices in all client countries. Size and staffing largely depends on the size of the World Bank portfolio of activities in a given country, as does the level of representation in country. Countries with larger portfolios will have a Country Director, while smaller portfolios usually are handled by Country Managers or Country Representatives. Directors, Managers or Representatives are the front face of the institution in country and should be the first point of contact for GEI implementing partners.

The World Bank usually negotiates a Country Partnership Framework (CPF) with host governments. This is a four-year exercise conducted jointly by the World Bank with client governments and it sets out the key development objectives, the priority sectors of intervention and the key results expected to be achieved with the financing package being considered.

The CPF may also include activities related to M&E of programs and projects and, as such, may offer an opportunity to link strategic GEI objective to strengthen national M&E systems with broader programs financed by the World Bank.

Prior to initiating an activity in a given country, CLEARs should contact the World Bank country office. The TTL for the specific grant can help in making an introduction, ensure that World Bank policies and procedures are respected, and offer support in organizing any in-country work to be conducted.

As a rule of thumb, all in-country missions should be announced to the World Bank local office and clearance should be obtained prior to fielding missions. It is advisable to inform World Bank country offices of any upcoming missions at least 3 weeks in advance. This is important to ensure that all safety measures are put in place to protect CLEAR staff while on mission, especially in cases of emergencies (political unrest, natural disaster, etc.).

### 2.4.1.3 UNDP (required step)

Similarly, the GEI implementing partner needs to connect with the UNDP Country Office and explore synergies with UNDP's country program. To connect with the UNDP country team, contact the UNDP member of the GEI Global Team or the head of the UNDP Independent Evaluation Office (IEO) Capacity Development Team ([Richard.jones@undp.org](mailto:Richard.jones@undp.org)). In the future (early 2024), the UNDP IEO will have Regional Evaluation Advisors based in Panama, Dakar, Addis Ababa, Jordan, Istanbul and Bangkok, who will be able to connect GEI partners to UNDP country offices.

## HOW DOES UNDP WORK AT COUNTRY LEVEL?

[UNDP](#) works in about 170 countries and territories, helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. As the UN's development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals. UNDP's Strategic Plan 2022-2025 pursues three "directions of change" (structural transformation, leaving no one behind, and building resilience) through support to six "signature solutions" (poverty and inequality, governance, resilience, environment, energy and gender equality).

At the country level, the United Nations Country Team develops in partnership with the Government the "United Nations Sustainable Development Cooperation Framework" (UNSDCF), following which UNDP develops a "Country Programme Document", which outlines how UNDP will support achievement of the outcomes in the UNSDCF. UNDP in partnership with the government then develop "projects" to pursue these objectives. Information on all UNDP projects is available in the [UNDP Transparency Portal](#).

UNDP often supports governments in developing, monitoring and evaluating their national development plans or strategies, which is a potential area of collaboration with the GEI. UNDP also often supports integration of the SDGs into government plans and programmes, monitoring of the SDGs and preparation of Voluntary National Review reports, which may offer other entry points for collaboration.

UNDP Country Offices are headed by Resident Representatives, who are supported by Deputy Resident Representatives and program teams.

Note also that it may be useful to connect with the UN Resident Coordinator's (RC) office as the UNRC brings together the different UN agencies to improve efficiency and effectiveness of operational activities at country level.

### 2.4.1.4 Other GEI partners

GEI's funding and associate partners are important potential collaborators and country representatives should be systematically invited to participate in GEI and its implementing partners' activities.

#### CORE (FUNDING) PARTNERS:

- Canada, Global Affairs Canada
- Denmark, Ministry of Foreign Affairs
- Finland, Ministry of Foreign Affairs
- Germany, Federal Ministry for Economic Cooperation and Development
- International Fund for Agricultural Development (IFAD)
- Interamerican Development Bank (IDB)
- Netherlands, Ministry of Foreign Affairs
- Portugal, Camões Instituto da Cooperação e da Língua
- Switzerland, Swiss Agency for Development and Cooperation (SDC)

## ASSOCIATE PARTNERS:

- 3IE (International Initiative for Impact Evaluation)
- Asian Development Bank
- African Development Bank
- ALNAP
- Ecole nationale d'administration publique (ENAP)
- EvalPartners
- EvalYouth
- Global Environment Facility (GEF)
- Islamic Development Bank
- UNFPA
- UNICEF
- UN Women
- World Food Programme

### Creating a partnership – Indicators of success

What needs to be done?	What does success look like?
Establish a relationship of trust with government counterparts	Government ready to do a diagnostic (or if a diagnostic is not necessary, ready to engage in preparing a capacity development strategy or other) (evidence may include a letter of engagement from government or an MOU)
Conduct advocacy and/or initial activities that increase awareness of the important role M&E plays in decision making	Activities undertaken to increase awareness of M&E amongst country counterparts (evidence may include event agendas, presentations, feedback from participants, support to participation of government officials in key events and/or conferences (such as the NEC Conference))
Inform and seek to engage collaboration of World Bank and UNDP in the GEI/implementing partners' activities	Participation by relevant partners (in this and subsequent steps) is a key indicator of success. Evidence at this stage can include a record of meetings held with World Bank, UNDP and/or other GEI partner country offices that indicate their knowledge of the process and possible future support.

#### 2.4.2 Step 2: Undertaking a MESA

A key step in the GEI country programme implementation model is a diagnostic, essential to understand existing elements of the M&E system and to identify entry points and opportunities for improvement. The GEI [Monitoring and Evaluation Systems Analysis \(MESA\) tool](#) provides comprehensive guidance for such a diagnostic, which should be adapted to context. In Latin America, the National Evaluation Capacity Index (or INCE, from its Spanish acronym) [Homepage | INCE \(inceval.org\)](#) is another widely used tool. The GEI may also rely on an existing diagnostic or collaborate in existing processes.

As part of the diagnostic process, World Bank, UNDP and other GEI partner country offices should be consulted and included in relevant workshops.



To contribute to GEI’s learning and knowledge functions, GEI implementing partners should develop, in consultation with the GEI KM and Communications team, a communications and/or knowledge product based on the MESA. In addition, the GEI implementing partner should prepare a short lessons learned paper and/or organize a BBL type meeting with the GEI/CLEAR network.

## COMMUNICATIONS AND KNOWLEDGE PRODUCTS

At each step of the implementation model, the GEI implementing partner should prepare at least one **communications** product, such as a news item (in addition to social media posts), which should be disseminated through the Center’s networks and shared with the GEI Global Team for dissemination through the GEI network and/or website.

Similarly, at each step, the GEI implementing partner should prepare a **knowledge** product – an output that offers new insights or analysis which advances understanding about elements of M&E systems or M&E systems strengthening. These may take different forms. Some may be stand-alone, country-specific pieces, for example on “developing a national evaluation policy in country X: lessons learned” which can be disseminated through the Center’s website and networks, as well as shared with the GEI Global KM and Communications team, which will disseminate them through the GEI Knowledge Platform (see Section 4). Others knowledge products may be short pieces (like blogs) which will feed into composite GEI knowledge products, such as lessons learned on conducting MESAs. These should be shared with the GEI KM and Communications team.

The GEI KM and Communications team provides guidance and support as needed in the preparation of these documents.

Examples of knowledge products:

1. [CLEAR-AA: Lessons Learned on Our Journey to a Systems-Based Approach for Strengthening M&E](#)
2. [Avoiding the Wrong Prescription: Why Country M&E Diagnostics Are Just What the Doctor Ordered](#)
3. [Lessons for Strengthening a National Evaluation System](#) (this is not a GEI product)

Box 1: Communications and Knowledge Products

## Undertaking a MESA – Indicators of success

What needs to be done?	What does success look like?
Prepare a diagnostic study (MESA or other) in collaboration with the government	A high-quality report on the diagnostic study is available. It should provide more than a formal or technical description of the existing system: it should offer a compelling analysis of why the current situation prevails and identify the opportunities for improvement. The time taken to produce the report should not exceed 4 months.
Consult/involve key partners, especially World Bank, UNDP and other relevant GEI partner country offices	The report should reflect participation by the relevant important players.

	The report should be discussed and validated by and disseminated to participating stakeholders (notably government but also including World Bank, UNDP, and other relevant GEI partner country offices)
Produce communications showcasing the country, the MESA and the GEI/implementing partner	Communication product disseminated through the implementing partner and the GEI networks (see Box 1)
Produce a “lessons learned” paper and/or present a BBL on the MESA experience for the GEI network	The “lessons learned” document disseminated through the GEI knowledge platform (see Box 1)

### 2.4.3 Step 3: Preparing a Capacity or Systems Strengthening Strategy / Plan

The third step in the model is the development of a systems strengthening strategy and/or plan. An evaluation capacity development plan or strategy will look very different depending on the context, but should provide a direct and demonstrable response to the issues raised in the diagnostic. It should provide a coherent framework for a systemic approach to capacity development, as well as list specific activities to be undertaken, by whom and when. It should be accompanied by a costing. The establishment of a body (e.g. a committee or council) to oversee implementation of the strategy/plan should be encouraged, as this may strengthen chances of success.

As mentioned, each strategy will be different but should address:

- › How to foster an enabling environment, e.g., by:
  - Raising awareness on the importance of better evidence and the need for M&E systems (advocacy activities)
  - Strengthening the demand for evaluative evidence
  - Formulating any policy, legislation, or regulations required
- › How to develop the necessary institutional capacities, e.g., by:
  - Defining specific institutions’ roles and responsibilities for M&E across the national system and their inter-linkages (e.g. linking evaluation to planning, budgetary and decision-making processes)
  - Assigning roles and responsibilities for M&E within institutions
  - Institutionalizing monitoring and/or evaluation unit(s)
  - Identifying what tools, processes, evaluation plans, guidelines, standards etc. need to be developed.
- › How to develop capacities of individuals working in the system (including decision makers), e.g., by:
  - Defining what basic competencies M&E practitioners and users of M&E need to have in place to perform their job functions
  - Identifying training and professional development needs and how these needs can be met, potentially through the delivery of specific training products and other professional development activities or participation in GEI global or regional training and professional development programs
- › How to develop capacity to address cross-cutting issues, e.g. by:
  - Guiding/mentoring pilot evaluations
  - Integrating critical issues like gender, climate change, youth and fragility/crisis into tools, guidelines, processes, training, etc.

- › How partnerships will be strengthened to support implementation of the strategy, e.g. by
  - Fostering synergies with and informing other initiatives to strengthen good governance, strategic planning, budgeting, climate change mitigation and adaptation as well as climate finance and reporting, or other.

World Bank, UNDP and other GEI network partner country offices should be engaged in or at least informed of the strategy development.

At the end of this phase, a communications piece should be prepared and disseminated, and a knowledge product developed for GEI's Knowledge Platform.

### Systems Strengthening Strategy / Plan – Indicators of success

What needs to be done?	What does success look like?
Based on the diagnostic, develop in consultation with partners, a systems strengthening strategy and/or plan	A costed, government-led systems-strengthening strategy or plan aligned with the suggested GEI format* is ready for implementation. (* to be developed)  An entity (committee, council or other) is in place to oversee implementation of the strategy/plan
Consult/involve World Bank, UNDP and other relevant GEI partner country offices	Real success from the GEI partnership perspective is achieved when the country's development partners commit to some or all of the activities contained in the plan and to implement them as part of their collaboration.
Develop a communications product	Information about the new strategy/plan that includes testimony from the country's government is disseminated through country and GEI channels.
Develop a knowledge product	Knowledge products disseminated (see Box 1)

#### 2.4.4 Step 4: Undertaking systems strengthening activities

This step is at the heart of the GEI's country program work, where the GEI implementing partner supports government to implement the strategy/plan over the medium term through, for example, tailored technical assistance and training and professional development interventions.

This step will typically take months or years, and during this time, the GEI implementing partner should continue to assess the level of government engagement and demand, as well as progress in strengthening systems and their use (see next step).

Simultaneously, the GEI implementing partner should continue to engage with the World Bank, UNDP and other partners to encourage synergies with and/or integration of components into other development partner programs.

The GEI implementing partner should prepare communications pieces (emphasizing changes brought about by GEI's support), knowledge products and/or short lessons-learned papers.

## Systems Strengthening – indicators of success

What needs to be done?	What does success look like?
Support implementation of key elements of the systems-strengthen strategy	<p>In the short term, evidence should prove that the interventions proposed in the plan are being actively implemented.</p> <p>In the medium term, evidence should suggest demonstrable, positive change in the enabling environment, institutional capacities and individual capacities for M&amp;E and its use in decision-making.</p> <p>While success may differ across contexts, here are some examples of important indications of success:</p> <ul style="list-style-type: none"> <li>• M&amp;E policy and/legislation, that integrate gender, climate and environmental considerations</li> <li>• An operational central coordinating entity for evaluation, with staff with the necessary capacities</li> <li>• Budget allocated for the evaluation function</li> <li>• Evaluation plan (e.g. multi-year national evaluation plan)</li> <li>• National (or system) guidelines for evaluation, which integrate gender, climate and environmental considerations</li> <li>• Planning and budgeting process guidelines include use of M&amp;E evidence</li> <li>• National (or sub-national) institutions providing training in M&amp;E</li> <li>• Publicly accessible repository of evaluations</li> </ul>
Continue engagement with the World Bank, UNDP and other relevant GEI partner country offices with a view to integrating M&E systems-strengthening work into development partner programs	Other development partners (especially World Bank and UNDP) support scaling up of M&E systems strengthening
Communications products on results prepared and disseminated	At least once a year, a communications product (news item) sharing progress and GEI implementing partner contributions thereto is disseminated
Lessons learned paper(s) or other knowledge products	At least once a year, a knowledge product is disseminated (see Box 1)

### 2.4.5 Step 5: Better evidence

Support provided to strengthen monitoring and/or evaluation systems should lead to realization of the GEI vision, better evidence, better policies, and better lives. GEI partners should assess the extent to which this is happening (or not) and why. The lessons should feed back into operational practice.

Step 5 represents the first level outcome of this vision, better evidence being generated, for example through the conduct or commissioning of (better quality, more influential) evaluations. The GEI may support pilot evaluations as part of the systems strengthening strategy, thus bridging steps 4 and 5.

The GEI Implementing partner, in collaboration with the Communications Global Team, should develop a Story of Change, summarizing the work that has happened at country level and the changes that can be seen in building and strengthening national M&E Systems as well as some key lessons learned.

## 2.4.6 Step 6: Better policies

Step 6 is the desired higher-level outcome of GEI’s support, where evidence generated through evaluations is being used to inform policy making and programme management. While GEI implementing partners will probably not be directly involved in these processes, they should look for evidence that this is happening in countries where they have been providing support. For example, GEI implementing partners should track what happens following a pilot evaluation or other evidence generation activities it supports.

The GEI Implementing partner, in collaboration with the Communications Global Team, should develop a new Story of Change, that emphasizes how the work of the previous year (and therefore the investment in the country) has paid out.

## 2.4.7 Step 7: Better lives

The ultimate element of GEI’s vision, better lives, represented as step 7, is beyond the scope of the GEI country program implementation model, and likely difficult to connect back to a GEI contribution. Nevertheless, it is an important reminder of why the GEI does what it does, echoing the Turin Agenda, in which the GEI and many other partners agreed to “*Ensure that our work improves people’s lives...*” Furthermore, GEI implementing partners may over time be able to identify examples of evaluations that have in fact led to policy changes that have in turn led to changes in people’s lives. These examples can and should be highlighted as part of ongoing advocacy on the importance of M&E for decision making and the role of the GEI .

GEI implementing partners should emphasize in all communications pieces but especially in these latter stages: What was the situation when the GEI/CLEAR engagement began? What has changed? What was the GEI/CLEAR contribution?”

### Better evidence, better policies, better lives– Indicators of success

What needs to be done?	What does success look like?
<p>Support evidence generation (e.g. rapid evaluations, country-led evaluations) as part of the systems-strengthening strategy and use</p> <p>Track/document the use of evidence (e.g. track how an evaluation conducted with GEI support is disseminated, if an evaluation management response is prepared and its implementation monitored, or track how an evaluation management response system developed with GEI support is being implemented)</p>	<p>Government has generated/is generating evaluative evidence (that integrates gender, climate change and environmental considerations) and using it in policy and other decision making (evidence may include documentation showing that evaluation management response systems have been set up and used, that parliamentary committees review evaluative evidence, reports or articles citing policy changes based on evaluation findings, etc.</p> <p>Ideally, there should be evidence that these policy changes have had a positive impact on people’s lives and the planet.</p>
Develop and disseminate communications products	News items and Stories of change highlight evaluations and/or their use
Develop and disseminate knowledge products (e.g. lessons on supporting a country-led evaluation, paper on how an evaluation was used highlighting elements of the system that foster this use)	Knowledge product(s) disseminated

## 2.5 Country program conclusion

GEI's systematic and long-term support is not indefinite. The GEI's comparative advantage lies in putting basic foundations for M&E systems and capacities in place. Once significant progress has been made and a country has reached a level of maturity where it can continue strengthening its systems on its own, the GEI will prepare to "exit" from the country. This does not preclude additional punctual or specialized support from the GEI, but it will allow the GEI to shift its limited resources to focus on new countries with strong demand and need for foundational support to strengthen their M&E systems.

Indications of maturity include having the following in place:

- M&E policy and/legislation
- M&E capacity development strategy
- Central coordinating entity for evaluation, with staff with the necessary capacities
- Budget allocated for the evaluation function
- Evaluation plan (e.g. multi-year national evaluation plan)
- National (or system) guidelines for evaluation
- Government-led evaluations being conducted
- Processes whereby evaluations inform planning and budgeting processes
- National (or sub-national) institutions providing training in M&E
- Publicly accessible repository of evaluations

As implementation of the systems strengthening strategy progresses, and essential elements of the national system are put into place, the GEI implementing partner should prepare an exit or sustainability strategy in collaboration with its government counterparts. The strategy should include agreement on the final areas of support from the GEI implementing partner and should identify what the systems' maintenance needs are, and how these will be met. A formal communication should mark the conclusion of the in-depth collaboration through the country program and could be accompanied by a final report or other final deliverable.

A possible exit strategy for the GEI may arise when another development partner (such as the World Bank) incorporates significant support to M&E systems strengthening into its regular development cooperation program, allowing the GEI to shift resources to another country. The steps to be taken in this case will depend on the specific context, but should include some formal communication concluding the collaboration.

It is also possible that country circumstances change, limiting progress towards results, or where priority is no longer given to strengthening M&E systems. If more than six months passes with no activity ("dormancy"), the GEI implementing partner should review the situation with the Global Team and determine an appropriate course of action. This could include waiting an additional six months while following up with the partner government, or deciding to remove the country from the portfolio. In the latter case, an appropriate communication should be sent to the partner.

As the collaboration wraps up, the GEI implementing partner should identify opportunities to highlight the successes achieved and showcase the country's M&E system, for example through a dedicated event, a webinar, or a presentation at a NEC conference, as well as through communications products. The GEI implementing partner should also prepare final knowledge products based on the experience and learnings from the work with the country.

## Country program conclusion – Indicators of success

What needs to be done?	What does success look like?
Prepare and implement in collaboration with the government a sustainability strategy	In the shorter term, a sustainability strategy is available. In the longer term, the government continues to maintain and strengthen its system (evidence could include reports or articles that show for example new country-led evaluations)
Support organization of an event, webinar, conference session or other to showcase the successes achieved by the country	Well-attended event organized (evidence can include a recording, attendance lists, presentations etc.)
Prepare related communications products	Social media highlights the event and country results; news item disseminated through Center and GEI networks
Send a final communication to the government marking the end of the country program collaboration	Evidence of a final communication (copy of letter or other)
Prepare knowledge product(s) on the experience and learning from the work in country	Knowledge product(s) disseminated

### 3 Ad hoc support

GEI implementing partners can provide ad hoc support in response to specific requests for which there is government or development partner funding. Each center will develop a typical menu of support offerings with an indicative cost range. Sample menu items could be:

- MESA plus Capacity Development Strategy
- Evaluation Policy development support (e.g. technical advice, animation of 2 rounds of in-person stakeholder workshops)
- Development of national evaluation guidelines (e.g. technical advice, animation of 2 rounds of in-person stakeholder workshops)
- Executive training workshop on national evaluation systems
- 5-day basic training on M&E for mid-level government staff
- 10-day intensive training on M&E for government staff
- Evaluation: training and mentoring an evaluation team to carry out an evaluation

### 4 Knowledge sharing and translation

Note: this section discusses the GEI's knowledge platform and links to the GEI's M&E systems strengthening work. It does not cover the full range of GEI and implementing partner knowledge generation and sharing activities.

The GEI's knowledge platform is [BetterEvaluation](#). It hosts a broad range of M&E systems resources which can be used by governments (and their development partners) to guide the strengthening of their M&E systems.

GEI's implementing partners support countries using the platform in two ways:

- They may support countries to translate resources on the knowledge platform into action and results with light-touch expertise, for example, by doing an expert review of a draft policy or strategy developed by a government based on guidance on the knowledge platform.
- They provide knowledge products and lessons learned papers based on experience with the country programs, which enrich the knowledge platform.

## 4.1 Country pages

The Knowledge Platform includes “country pages”, one for each GEI program country, which include basic information on each country's M&E system and on the GEI/Implementing partner collaboration with the country. GEI implementing partners should make available copies of key products produced through the country program (such as the capacity development strategy, national evaluation policy, national evaluation guidelines) to add to the country pages.

## 4.2 M&E Systems resources

The M&E systems resources include a wide range of documents that can be used by governments and other stakeholders to inspire the development of their M&E systems. This includes “how to” documents (such as the MESA guidance), discussion papers (e.g. on elements of a national evaluation policy or on different configurations of a central evaluation function), and sample documents (e.g. MESA reports, national evaluation policies, etc.)

As described in Box 1 above, GEI implementing partners regularly develop knowledge products that will aliment the M&E resources section.



