

# Partnership Council **PROGRESS REPORT**

July to December 2023



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# GEI results

## GEI cumulative results 2021-2023

1. GEI supports its Implementation Partners (IPS) financially and technically
2. Our IPs forge and sustain relationships with owners of country M&E systems
3. We conduct M&E diagnostic studies & develop system strengthening plans
4. We train people working on country M&E systems
5. We create analytical, technical, and communication knowledge products
6. We facilitate worldwide access to M&E knowledge through Better Evaluation
7. We organize knowledge-sharing events on building M&E systems
8. We disseminate knowledge on building M&E systems at the events we host

## GEI overall results for July – December 2023

GEI activities have increased from 69 in 2022 to 150 in 2023.

Youth (16%) and Climate Change (13%) make up the majority of themes, though there has been a strong climate push towards H2 of 2023 (20% of activities vs 9% in H1).

The majority of activities target government (69%) and M&E practitioners (57%).

Female participants made up 49% of target audiences in H2 2023 (up from 40% in H1 2022)

# Executive Summary

This GEI interim progress report covers activities implemented by the GEI network for the period July 1 to December 31, 2023.

The report provides an overview of GEI achievements, presenting data relative to each of the three main areas of work (country engagement, training and professional development, and knowledge and communication), as well as an overview of financials and budget considerations for the period covered.

Progress on key strategic aspects of the GEI initiatives include the following:

- **Overall progress:** the GEI program is progressing according to plan. Our results continue to exceed the original targets and demand for GEI support and services continues to grow among client countries and other institutions interested in participating or collaboration with the GEI in various ways.

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- **Extension of TF:** The short horizon of the current trust fund is an operational impediment, making long-term planning difficult. The GEI global team is working on seeking an extension of the multi donor trust fund for an additional 5–10 years beyond December 2025 which is when the current trust fund is set to expire.

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- **Trust Fund replenishment:** a comprehensive resource mobilization strategy has been designed and will be implemented during the next fiscal year following the program evaluation. Preparations include reaching out to new prospective donors, as well as a program to consolidate relationships with existing GEI partners.

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- **Expansion into the MENA Region:** the GEI global team is working with the Governance Practice of the World Bank and the Government of Saudi Arabia to conduct a feasibility study to establish a new CLEAR Center in the MENA region.

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- **Engagement with WB units:** following up on the successful relationship established with the Climate Investment Fund, the GEI global team is working with other units of the World Bank Group that are interested in collaborating with the GEI. These include two Africa Vice Presidencies and the central operations department.

## Summary of work program progress

GEI has been updating its country program strategy, revising action plans for 16 core countries that better integrate diagnostic, training and knowledge activities at country level. An additional 12 countries form part of the ad-hoc group to which GEI may provide assistance on an ad-hoc basis.

An additional 14 ad-hoc country engagements were conducted during the reporting period.

IPDET and ENAP have continued to provide training and professional development using both online and onsite programs, in English, French and Arabic.

GEI is working on developing a competency framework for all its network partners.

The Better Evaluation platform is continuing to expand its content offerings. A dedicated library on Strengthening National M&E Systems was launched in November 2023.

Knowledge sharing activities included webinars in collaboration with OECD, the World Bank IEG and UNDP, as well as regional events in collaboration with the CLEAR Centers.

**Reporting Timeframe:** [The November PC progress report](#) covered the period from May 1st to September 30th, while the March PC progress report covers the period from July 1st to December 31st. Moving forward, reporting periods will align with the first and last six months of the calendar year for consistency and alignment with donor reporting cycles. Due to this shift, there may be some overlap with the previous report.

# AGENDA

## GEI Partnership Council Meeting

28 March 2024

### 3.00 **Welcome and introductions**

- Welcome remarks by Sabine Bernabe and Isabelle Mercier

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- Welcome remarks by Dugan Fraser

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- Partners' introduction

### 3.15 **GEI results update**

- Overview of GEI's approach to results reporting

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- Cumulative since GEI inception

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- Reporting period Jul 1 – Dec 31, 2023

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- Country examples

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- Thematic areas

### 3.45 **Financial reporting**

### 3.55 **Break**

### 4.00 **GEI key updates**

- MENA and KSA

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- New CLEAR LAC Center

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- The future of IPDET

### 4.10 **Fundraising strategy and update**

- Update on fundraising strategy approach

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- Preparing the visits to donors

### 4.30 **Discussion and Q&A**

### 5.00 **Closing remarks**

# Minutes of Partnership Council

November 2023, Paris

## Summary of agreed actions

### **a. Synergies between GEI Business Lines and country level activities**

PC members strongly highlighted the importance of understanding and better articulating how GEI's Business Lines interact and create synergies, particularly at the country level. There was a suggestion to align GEI's country work with other multi-lateral agendas, such as the 2030 agenda, and a call for an updated conceptual framework clarifying GEI's understanding of Evaluation Capacity Development, as well as GEI's value add. Lastly, PC members asked for further clarification around outcomes and impacts of the work.

### **b. Program focus**

PC members acknowledged the proposal from the GEI to narrow the scope from 25 to 15 countries. The GEI would continue to support other non-priority countries via technical assistance and ad hoc support thus laying the basis for potential future engagements at a deeper level. Partners suggested a focused approach addressing both the demand and supply sides of evaluation capacity development to further understand the context and the larger community of evaluation stakeholders. There was an additional proposal to utilize UN staff at the country and regional levels, along with leveraging existing tools.

### **c. Strong Demand for Training**

The demand for training is strong and GEI has strong potential to deliver (more customized) trainings to address the unmet demand. The GEI team presented the idea of setting up a coordination mechanism to coordinate training requests and link training requests through a roster of expert trainers. The increase in demand for training would not affect the amounts allocated to grants and could generate additional income for the GEI via fee-based solutions.

### **d. Optimizing IPDET**

During the recent PC meeting in The Hague, the PC requested assurances that the in-person IPDET course be transformative and cost-effective. This point was again raised in Paris. The GEI team is actively addressing challenges by conducting annual reviews, gathering participant

feedback, and making continuous improvements to the course content as well as ensuring the GEI maintains a prominent role in intellectual leadership globally regarding Evaluation Capacity Development (ECD). The goal is for IPDET to be the lead in evaluation training with the latest and contextually relevant evaluation methodologies. PC members raised concerns regarding the scope, audience, location, and methodology of the IPDET program that need further attention and resolution.

#### **e. Better Evaluation's (BE) Full Potential**

The GEI team highlighted the improved structure of the BE platform, with the addition of directories and an M&E systems repository. Looking ahead, BE will include the creation of the country pages (profiles on each country showing who is doing what), a better curation of resources already on BE for our cross-cutting themes, and the addition of an evaluator database. Partners expressed a strong interest in the country pages and welcomed the evaluator database but asked that care be taken to address concerns regarding security and privacy.

#### **f. The GEI Evaluation**

The GEI team presented the evaluation strategy to be employed for its own evaluation. PC members expressed support for the evaluation strategy, with some suggesting the need for additional strategic thinking to help position GEI in the future. Concerns were expressed regarding the timeline and resource implications of the evaluation for the upcoming replenishment of the Trust Fund. Members emphasized the need for evidence to substantiate any requests for additional financing. The role of a reference group in managing the external evaluation was discussed.

#### **g. Trust Fund Management**

The GEI Team presented the contributions to the Trust Fund over a five-year period (FY21–FY25) as well as the distribution of grants over this period. There was a call for both additional monetary support as well as human capacity. Some PC members expressed a desire for more information on the administrative costs of the Trust Funds. The GEI Team explained that certain details cannot be made public due to World Bank corporate policies. PC members indicated they would like to receive more information as this point has been raised earlier.

#### **h. GEI's Forward Look**

The GEI team presented three key areas of focus for the coming 6 months, including: (i) Better coordination of the Network (ii) Better financial sustainability and (iii) Increasing fundraising efforts. There was a call for PC members to assist in accessing their agencies/departments where further resources may be available. The GEI team also expressed interest in exploring different fundraising options, such as fee-based work and incentivizing membership.

## Key decisions and next steps

- 1. Business Line Synergies and GEI's Conceptual Framework:** The GEI team acknowledged the need to update and circulate the existing conceptual framework among the Network. The team recognized the necessity to continuously improve storytelling, citing examples like Madagascar and Mozambique stories of change as good practice to show outcomes of the work, and emphasized the importance of better articulating relationships between different Business Lines.

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- 2. Reduction in country scope:** Agreement for the GEI to reduce the number of core countries from 25 to 15, to become more intentional and demonstrate impact.

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- 3. Intention to explore sectoral approach:** The GEI presented the intention to explore the perspective to expand its work into specific sectors, such as Health. GEI to actively explore a sectoral approach, possibly starting with a specific focus on the health sector.

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- 4. Program Focus:** While recognizing the need to engage with end-beneficiaries and local interest groups and non-governmental organizations, the GEI Team reiterated its mandate to primarily engage with governments in developing countries. The team recognized that the selection of countries could be done more critically and have created a document outlining the approach of country engagement which will be circulated amongst the partners for feedback.

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- 5. Addressing both the demand and the supply of ECD:** The GEI team emphasized the intention to establish a roster of evaluation trainers to effectively address both the demand and supply sides of evaluation. The GEI would like to become more intentional about utilizing both World Bank and UN partners in country as well as collaborating with other M&E players.

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- 6. Advisory Board Participation:** GEI to revise the current composition of the Advisory Board and restructure it in a way to use it as a governing body to allow participation of government officials from GEI priority countries.

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7. **Enhancing Accessibility of IPDET:** GEI to continue to enhance the accessibility and quality of IPDET by exploring the option of additional training providers, addressing methodological issues, and expanding its reach to a broader audience while re-engaging with the educational needs of new evaluators in donor countries. The GEI team welcomes additional feedback on participant selection and is open to expanding IPDET to Africa, Latin America and Asia.

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  8. **BE Full potential:** PC members endorsed the expansion, and an agreement was reached that the GEI team should proceed to develop the evaluator database.

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  9. **GEI Evaluation:** GEI will provide PC members with a detailed list of evaluation activities, timeline, and budget for endorsement. GEI will also establish a reference group with dual functions: advising on the evaluation and strategizing the program's future.

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  10. **Fundraising:** GEI plans to explore alternative avenues for financial sustainability, such as engaging in fee-based work. Additionally, the team will work on developing incentivized membership approaches and conduct individual visits to donors for closer engagement. To that effect, the GEI global team will reach out to individual partners to organize meetings at their respective headquarters in the Winter-Spring of 2024.

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  11. **Relationship Building:** various partners expressed the willingness to assist the GEI in exploring partnership arrangements with other organizations. To that effect, IFAD offered to host a meeting to present the GEI to other Rome-based UN agencies, the Global Fund would be amenable to host a GEI delegation in Geneva, and EvalNet could be utilized to reach other Nordic countries.

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  12. **Taking Stock:** GEI to explore the possibility of using NEC 2024 as a moment to take stock of GEI achievements and define future directions.

## Summary of actions taken to address Partnership Council decisions

DECISIONS	ACTION TAKEN
<b>Business Line Synergies and GEI's Conceptual Framework</b>	To be addressed at the upcoming Implementation Committee meeting in May 2024
<b>Reduction in country scope</b>	Addressed.
<b>Intention to explore sectoral approach</b>	Ongoing through interactions with health sector organisations.
<b>Program Focus</b>	Country engagement guidance has been developed and shared with implementing partners. This is also shared with members of the Partnership Council.
<b>Addressing both the demand and the supply of ECD</b>	GEI has explored a number of options of the creation of a database of consultants and is working to distil a clear and cost-effective approach.
<b>Advisory Board Participation</b>	Potential members of the revised Advisory Board have been nominated by implementing partners and a meeting of the Board will be convened early in the new FY.
<b>Enhancing Accessibility of IPDET</b>	Revisions to the IPDET strategy are being proposed and will be discussed at the March Partnership Committee meeting. An Appendix to this document outlines some of the new functionality that is envisaged for IPDET.
<b>BE Full potential</b>	See above regarding the evaluator database.
<b>GEI Evaluation</b>	Refer to the section in the main report for an update.
<b>Fundraising</b>	Addressed in this progress report
<b>Relationship Building</b>	These meetings are being scheduled and will take place in the Spring.
<b>Taking Stock</b>	NEC plans are still being developed.

# 1. Country Advisory and Support Services

The GEI global team has been actively working with its implementing partners to update their **country program strategies**, based on recommendations received from the Partnership Council in November 2023. The CLEAR centers have reworked the action plans for 16 country programs, adopting a more systemic, comprehensive, and long-term approach to strengthen country M&E systems. The country strategies aim to promote stronger synergies across the Business Lines and grant-financed activities. The country programs demonstrate the importance to work across partnerships, diagnostics, trainings, advisory and knowledge services to generate systemic changes in the country M&E systems.

In addition, the CLEAR centers have identified and selected 14 **on-demand engagements**. These engagements are anticipated to be short-term in nature, however, have potential to provide significant contributions to GEI partners.

Examples of CLEAR centers implementing their updated country strategies, include:

**CLEAR South Asia (SA)** recently provided on-demand support to the government of Bhutan in response to a request from UNDP Bhutan. In December 2023, CLEAR SA and the GEI global team convened working sessions in Bhutan, with representatives from the government and UNDP. The sessions focused on the development of Bhutan's M&E framework under their national development strategy. Going forward, UNDP Bhutan will continue supporting the government in the implementation and use of the new M&E framework.

**CLEAR Lusophone Africa and Brazil (LAB)** have been actively working with the Mozambican government to strengthen their national evaluation system. In December 2023, CLEAR LAB finalized the development of an M&E manual for the Ministry of Finance in partnership with the UNICEF. The M&E Manual offers methodologies and guidance for conducting monitoring and evaluation in the country. The manual specifies how Mozambique's national evaluation system, processes, competencies, and reporting systems should be structured to better inform policy. The manual was developed with the participation of various line ministries, under the coordination of the Ministry of Economy and Finance. In addition, CLEAR LAB has been supporting the Ministry of Finance in conducting an evaluation of their water sector as well as providing training in cost-benefit analysis approaches.

Through **CLEAR Francophone Africa's (FA)** country program in Côte d'Ivoire, the center has supported the government in operationalizing its National Evaluation Law, as part of a joint

roadmap developed toward the end of 2022. This work has been done in partnership with the Ministry of Economy, Planning and Development, and UNICEF country office. From September 11 to 15, 2023, CLEAR FA trained 25 officials from the evaluation coordination unit to enhance their capacity in commissioning and managing evaluation processes. In addition, CLEAR FA provided technical assistance in drafting three decrees, which included: (1) the creation of a national evaluation fund, (2) improved stakeholders' participation in the M&E ecosystem and (3) the design and approval of an evaluation methodological guide. The center also supported the government in organizing a regional roundtable, to share and reflect on lessons learned from the other West African Economic and Monetary Union's member states in strengthening their national evaluation systems and capacity. This roundtable was supported by various GEI network partners, such as the African Development Bank, International Initiative for Impact Evaluation (3IE), the West African Development Bank (BOAD), Twende Mbele, and the French Development Agency (AFD)

Recently, **CLEAR SA** established a long-term institutional partnership with the Finance Department of the Government of Andhra Pradesh, India. As part of the partnership, the Center provides strategic support to the Government on strengthening M&E capacities and processes across key revenue generating departments – to service the Finance Department's broader mission to reduce the State's mounting fiscal deficit. The CLEAR SA team in collaboration with key stakeholders from the Finance Department undertook a rapid assessment of M&E capacities and systems within the government's high-priority departments highlighting gaps in the departments' ability to process and utilize administrative data to improve the implementation of the State Government's schemes and programs. Based on the findings from the assessment, the Center and the Finance Department mutually developed a strategy to build a cohort of M&E specialists within the identified departments with the objective of strengthening M&E and data-use capacities across these departments. As the initial step in operationalizing this strategy, on 7 December 2023, the CLEAR South Asia team conducted an in-person technical workshop on data quality, analytics and use, and visualization for sixty personnel from more than ten high-priority departments identified by the Finance Department.

## Summary of GEI country engagements

A total of 16 M&E diagnostics (later MESAs) were conducted in as many countries. Currently 5 additional MESAs are being conducted.

The table below illustrates that GEI is engaged in deferent journeys across countries from creating partnerships to conducting diagnostics, supporting countries with capacity building strategies, working on systems strengthening activities and supporting country led evaluations for generating better evidence. In blue are those that have been completed, while the orange ones are in progress. Countries in grey are part of the on-demand engagement group.



● Completed | ● In Progress / Ongoing Engagement | ● Ad-Hoc Engagement

GEI is no longer active in Liberia, Sao Tome and Principe, Botswana, Ghana, Kenya, and Zambia.

## 2. Training and capacity development

### a. IPDET 2023

In 2023, [IPDET](#) offered their flagship On-Site and Online programs along with additional Community Building and Global Outreach activities. The **On-Site program** took place in July 2023 in Bern, Switzerland and included the Core Course on evaluation fundamentals alongside 11 specialized workshops. A total of 171 participants from 63 countries attended it. GEI scholarships enabled 76 individuals, including ten from countries in fragile and conflict-affected situations, to attend the on-site program.

The **Online program** ran from September 2023 to November 2023, delivering four workshops. A total of 46 participants from 35 countries attended it, of which 29 received GEI scholarships. The overall satisfaction with the four online workshops was high, receiving a positive rating of 84%. The IPDET evaluation report for 2023 is available at this link [here](#).

### b. ENAP

ENAP continued its strong delivery of trainings in Francophone Africa and MENA, through the [PIFED](#) program in French and [TAQYEEM](#), the first international evaluation program, in Arabic. With GEI's support, ENAP, jointly with Egypt's Institute of National Planning, and the UNDP Egypt organized a TAQYEEM course in Cairo from the 5th to the 16th of November 2023. The primary objective was to equip the Egyptian Ministry of Planning and Economic Development, and a few other public institutions, with foundational knowledge in M&E. Results from the survey distributed to participants at the end of the TAQYEEM program in Cairo show that the vast majority of participants were satisfied with the training, with 35% indicating they were very satisfied, and the rest (65%) satisfied. This training is expected to pave the way for the development of a national M&E training program that will be extensively used to build the M&E capacity of public servants in Egypt.

### c. Working Group on Training and Professional Development

GEI continues to convene its Working Group on Training and Professional Development (WGTPD) quarterly. The Working Group brings together the GEI network to share knowledge and coordinate training and professional development activities. In its October 2023 session **Better Evaluation, 3ie, and CLEAR AA shared their experiences** on Policy and Institutional Reform (PIR), Better Evaluation's alignment with global evaluation needs, and lessons learned

from technical assistance in country-led evaluations. Additionally, the group explored the potential of Generative Models for Evaluative Tasks, drawing on IEG experiments.

#### d. Evaluation Competencies Framework

The WGTPD task team comprised of GEI experts continues to develop a competency framework for evaluators. The framework aims to create a shared understanding of a set of competencies of professional evaluators across the GEI network. The competency framework will help guide evaluators in their career pathways, and in their learning, and development needs. It will also support training and professional development providers in curriculum development. As a next step, the task team will discuss the evaluation competency framework draft with GEI network partners to finetune it and promote its ownership and use.

#### e. National Evaluation Systems' online course

A task team of GEI Network experts continues to develop an online course entitled **"Fundamentals of an Effective National Evaluation System"** in response to the growing demand from developing countries to better understand the critical components of M&E systems and how M&E fits the policy cycle. This introductory-level web-based course will cater to a broad audience, including government decision-makers and M&E practitioners.

#### f. Country Led Evaluation in Malawi

In partnership with the OECD's COVID-19 Global Evaluation Coalition, GEI is providing technical and financial support to governments who are interested in evaluating their national responses to COVID-19. In 2023, CLEAR-AA and GEI worked with the **Malawi's Ministry of Finance and Economic Affairs** to co-design and co-implement an evaluation of Malawi's COVID-19 Urban Cash Intervention program (CUCI). With fieldwork completed and analysis finalized, efforts are now focused on the composition of the report, which is well underway and approaching completion. A dissemination event is being planned where the findings of the evaluation will be presented to national decision makers and representatives from international development organizations active in the social protection sector in the country.

# 3. Knowledge and Communications

## Knowledge Curation and Production

GEI's knowledge platform, [BetterEvaluation](#) (BE), has consistently expanded its content offerings. A new M&E Systems framework, along with related methods and a resource repository, has been added. In addition, method pages have undergone updates aimed at enhancing user experience, while the community continues to offer a steady flow of high-quality resources.

In November, GEI launched the Beta version of the [Strengthening National M&E Systems framework](#) and resource library, tailored for M&E practitioners and government officials. This initiative added 25 new Framework pages to [BetterEvaluation.org](#), which give an overview of the core components that make up national M&E systems and bring together over 55 new and existing pages on aspects of these components, including methods and processes that can be used to strengthen national M&E systems. These pages and the underlying structure draw on [GEI's MESA diagnostic tool](#), as well as other resources curated as part of this project. As part of developing this content, over 700 resources related to national M&E systems have been gathered, including case studies, strategies, guidelines, and policies. These resources, collated through a process of contributions by GEI partner organisations, experts and a comprehensive web search, are being reviewed for relevance and quality by the BE Content Review Panel. Currently, over 100 resources are available. This resource repository is currently in beta-mode, and content will continue to be developed ahead of its official launch in early 2024. We welcome feedback on the content via the [BE contact form](#).

In addition to the resources added as part of the National M&E Systems project, between July and December 2023, 28 [new resources](#) were published. These resources covered a wide range of topics, including [Critical Systems Heuristics](#), [participatory evaluation](#) and [capacity strengthening in healthcare settings](#). A key highlight included a four-part video series on [monitoring and evaluation in climate action](#) created by GEI, the CLEAR centers and the Climate Investment Fund' (CIF) Evaluation and Learning Initiative.

Looking ahead, the team is currently working to finalize the M&E Systems content, introduce a significant body of content in partnership with the [Causal Pathways Initiative](#) (including a major update to a number of approach pages and methods that look at causal inference, such as QUIP), and complete work on a new content pathway designed to orient young and emerging evaluators to a career in monitoring and evaluation. In addition, recognizing the growing demand for an evaluator database, the team will focus on advancing ongoing efforts by continuing background research and sustaining discussions with service providers.

## Knowledge Sharing

Facilitating access to relevant knowledge on monitoring, evaluation, and evidence remains a key component of GEI's work. GEI continues to collaborate with a range of partners in organizing and hosting a variety of knowledge sharing events and forums.

In September 2023, in collaboration with the OECD, GEI hosted a webinar to showcase OECD's recent [Recommendation of the Council on Public Policy Evaluation](#), a legal framework dedicated to promoting the use of evaluations for decision-making for their member countries. Additionally, GEI contributed to celebrating the 50th anniversary of WBG IEG through knowledge talks on [gender](#), climate change, and [capacity building](#), fostering closer collaboration between the two entities.

In October, GEI in collaboration with UNDP IEO, hosted another webinar for the NEC+ series. The series explores relevant topics dedicated to advancing the development of national M&E systems in the context of the NEC [Turin Agenda](#). The [webinar](#), focused on the inclusion of youth in national evaluation processes and the challenges associated with evaluating and strengthening national evaluation systems in crisis settings. The event saw the participation of 580 attendees from around the world. The next NEC+ webinar (NEC+18) will take place in May 2024.

In December, CLEAR-FA, with the participation of the GEI, hosted a webinar to launch the new [Observatory for Monitoring and Evaluation of Public Policies in French-speaking Africa](#). The observatory aims to provide a continuous, up-to-date overview of monitoring and evaluation in French-speaking African countries.

Looking ahead, the GEI has developed a calendar of knowledge sharing events for 2024. The calendar includes partnering with CLEAR Centers and other key GEI partners to share knowledge and to engage a global audience under the GEI umbrella. These webinars aim to facilitate discussions on best practices and lessons learned from both regional and country perspectives. They will feature panel discussions with thought leaders, decision-makers, and practitioners, exploring issues, trends, and innovations in strengthening national M&E systems in developing countries.

## Communications

GEI continues to **improve and expand its communication products** to share knowledge about its work and to enhance global awareness. Our products include podcasts, stories of change, blogs, annual report, that are disseminated through our social media platforms, websites, and newsletters. In addition, the global team has provided support to implementing partners in the development and maintenance of their individual social media platforms and websites. Significant highlights from July 1st to December 31st include:

- **gLOCAL website re-vamp:** Based on the learnings from past gLOCAL evaluation weeks, the team led the redesign of the gLOCAL Platform, reviewing its processes and layout to ensure the efficient management of the pre, during, and post gLOCAL events.
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- **Support to Implementing partners:** GEI has provided support to the newly established CLEAR LAC communications team. This support consisted of strategic guidance regarding branding and the development of messages, as well as the management of the CLEAR LAC social media accounts. In addition, GEI has been supporting CLEAR PCA identify effective solutions for building a dedicated website, while keeping it in line with GEI's brand identity. To this end, GEI and CLEAR PCA have already developed a visual mockup of the website and defined the technical requirements for the development phase, which will occur in the second quarter of 2024.
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- **Annual Report:** The team developed and disseminated [GEI's annual report for FY22-23](#), highlighting the program's impact across our areas of work and reflecting on the trends and lessons that have emerged so far.
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- **GEI News:** The GEI newsletter released editions in [July](#), [September](#), and [November](#) 2023, showcasing the latest work of the Global team, the CLEAR Centers, ENAP, and IPDET. As of December 31st, 2023, this newsletter is distributed 9843 subscribers.
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- **Blogs:** In September 2023, Seven GEI knowledge pieces were published by AEA, ahead of their annual evaluation conference, in their ["A Tip-a-Day by Evaluators" Blog Series](#). Additionally, two new GEI blogs were published on the GEI website and BE platform in December 2023, [Being Curious and Judgmental: Inclusive Systemic Thinking for Evaluation](#) and [A Journey to Shape CLEAR-LAC's Future](#).

## 4. GEI priority areas

### YOUTH

In September 2023, the second round of [GEI's Hands-On Learning Program](#) was launched, placing new interns in CLEAR Centers. The internship program was designed in collaboration with Eval Youth and other GEI partners. The program lasts for six months and is open to young evaluators with graduate degrees in relevant fields of study. The program also expanded to include government counterparts. GEI currently host 9 interns, with 6 assigned to CLEAR centers and 3 placed within Latin American and Caribbean (LAC) government agencies responsible for monitoring and evaluation coordination (Colombia, Costa Rica, and Mexico).

The Independent Evaluation Group (IEG) of the World Bank – in collaboration with GEI and EvalYouth – announced a [‘competition’ for Young and Emerging Evaluators \(YEEs\) on](#) the topic of culturally-responsive evaluation in countries in the majority world. The deadline for submission was extended to December 31st, 2023. The winner and finalists will be recognized at the IEG@50 event Future of Evaluation, which will take place in April 2024.

### CLIMATE CHANGE

Through BetterEvaluation, the Footprint Evaluation Initiative followed up its major release of the guide on ["Sustainability-inclusive evaluation: Why we need it and how to do it"](#) with two well-attended webinars in December, to launch the guide. In addition, they added the resource ["Sustainability-inclusive evaluation: Guidance for Global Affairs Canada to include consideration of the environment in all evaluations"](#). The Footprint team and community also produced a blog series on the importance of [knowing place](#) in evaluation.

Per recent engagement with the Climate Investment Fund (CIF), the GEI will support the CIF's climate observers<sup>1</sup> to use M&E and evaluative studies to advocate for evidence-based policy making in the climate finance field. Under this partnership, the CLEAR centers have provided video and in-person training to the CIF observers about the basics of climate M&E and rapid

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<sup>1</sup> The CIF observers constitute independent representatives from civil society organizations, private sector entities, and indigenous peoples' organizations that serve as Official Observers in the CIF Trust Fund Committees (TFC) and contribute to decision-making on climate policies and climate finance projects.

evaluations in climate finance. The training sessions helped the observers to develop evaluation research proposals that will be funded by the CIF. More specifically:

GEI and CLEAR network have produced four online training videos to provide introductory training to the CIF observers on M&E in the climate action. The following videos are public on YouTube.

- Video 1: Why is evaluation important for climate? (Presented by GEI)

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- Video 2: What is monitoring and evaluation (M&E)? (Presented by CLEAR-LAB)

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- Video 3: How is M&E useful in the program cycle? (Presented by CLEAR-AA)

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- Video 4: How to develop a program Theory of Change? (Presented by CLEAR-SA)

In November 2023, researchers from CLEAR-LAB, in collaboration with the GEI Global Team, led workshops on rapid evaluation in climate action, as part of the Evaluation Capacity Development (ECD) program of the Climate Investment Funds (CIF). The program was focused on ensuring CIF Observers can assess, analyze, and evaluate climate interventions on the ground. over 40 CIF Observers attended the workshops. Following the training, 20 observers have initiated evaluative studies on climate action. the CIF/GEI/CLEAR teams will mentor winner teams to conduct and deliver evaluative research on climate finance interventions and policy.

## GENDER

The GEI global team is implementing the **“Feminist Innovation in M&E” (FIME) project**. One of the goals of the project is to understand to what extent gender-transformative practices are utilized across the GEI network, identify gaps, and suggest concrete actions to address them.

A dedicated consultant has been recruited to establish a Reference group to support the FIME project implementation and provide advice on an ongoing basis. The Reference group is composed of 4 experts, from IEG, UN Women, Eval Gender+ and an independent feminist evaluator.

The GEI team has implemented a Needs assessment with GEI partners utilizing a self-administered online survey. Results of the survey will be complemented with key informant interviews and focus group discussions. This will form the basis for the design and delivery of advisory services and capacity development efforts across the network.

GEI has also agreed to develop a joint effort with UN Women to implement a Global Mapping of Gender in M&E systems that is planned to be implemented during 2024 in a sample of countries.

The GEI team is making efforts to disseminate material that covers the area of gender in evaluation, including developing blogs, coordinating with partners the delivery of a Feminist Approaches in Evaluation webinar to be held during March 2024, and framing the Call for Proposals for the gLOCAL Evaluation Week 2024 on the contribution of evaluation to transformational change, with a focus in Gender Transformative evaluation practices.

## FRAGILITY, CONFLICT AND VIOLENCE

In October 2023, as part of the National Evaluation Capacities Conference (NEC) series of knowledge sharing events, GEI partnered with UNDP-IEO to host a panel focusing on addressing crises and building resilience within evaluation systems. The panel featured WFP's experience in Haiti in conducting evaluation in humanitarian context. While the Active Learning Network for Accountability and Performance (ALNAP) shared insights and strategies from their evaluation and learning experiences in crisis settings broadly. The discussion explored the importance of fragility and resilience considerations, and how national evaluation systems can be better prepared to evaluate in crisis settings.

# Exploring new opportunities

## Partnership with WBG Governance Global Practice for RAS<sup>2</sup> in Saudi Arabia

A team composed of GEI and World Bank Governance Practice specialists has been contracted by the Kingdom of Saudi Arabia to conduct a feasibility study that would inform the establishment of a dedicated CLEAR MENA center for the Middle East and North Africa Region. The feasibility study is under way and will be completed by the end of June 2024.

A Saudi delegation will be visiting CLEAR LAB and CLEAR AA in March/April to learn from those experiences and incorporate lessons learned in the design of the new CLEAR MENA center. This will also be an opportunity to lay the basis for a continuous engagement between the new MENA center and other CLEAR teams.

A second phase of this engagement will include an assessment of the KSA Ministry of Economy and Planning M&E system followed by a capacity development plan, as well as a national policy dialogue on country-level M&E systems and associated capacity development activities. This second phase will begin in July 2024.

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<sup>2</sup> Reimbursable Advisory Services.

# GEI Financials

## 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 (in USD)			
	FY22	FY23	FY24	FY25
IPDET	1,460,000		687,000	620,000
ENAP	250,000		265,000	250,000
CLEAR AA	650,000	650,000	650,000	
CLEAR FA		875,000	565,000	565,000
CLEAR LAB	736,000	736,000	792,000	
CERP		750,000	305,000	305,000
CLEAR SA	852,516	-	487,040	
CLEAR LAC			500,000	500,000
TOTAL per FY	3,948,516	3,011,000	4,251,040	2,240,000
Cumulative disbursement	3,948,516	6,959,516	11,210,556	13,450,556

The table below presents the supervision missions already conducted and the ones foreseen during FY24:

Supervision missions FY23-FY24					
Implementing partner	TTL	Project #	Status	FY23	FY24
CERP	Keti	P178041	Active	Feb-23	Jan-24
CLEAR AA	Fabio	P177221	Active	May 2022 (v)	Feb-24
CLEAR FA	Fabio	P178506	Active	Apr-23	Apr-24
CLEAR LAB	Fabio	P177200	Active	Jan 2023 (v)	Feb-24
CLEAR SA	Keti	P177159	Active	Nov-22	Dec-23
ENAP	Anna	P177237	Active	Jun 2022 (v)	Nov 2023 (v)
IPDET	Anna	P176750	Active	Jun 2022 (v)	Jul-23
CLEAR LAC	Fabio	P181531	Preparation	Aug-23	Apr-24

(v) = virtual supervision mission

## GEI Budget Summary Table FY23 – FY25 Needs update

GEI Budget Summary Table July to December 2023	FY24	FY25
<b>INCOME</b>		
Current Balance of Commitment (BOC) in MDTF	4,066,526	
MDTF Contributions by FY	4,036,255	3,570,303
Additional expected contributions*	250,000	
<b>TOTAL INCOME</b>	<b>8,352,781</b>	<b>3,570,303</b>
<b>Carry over from previous FY</b>		<b>2,901,741</b>
<b>TOTAL AVAILABLE INCOME</b>	<b>8,352,781</b>	<b>6,472,044</b>

EXPENDITURES		
RETF Grants	4,251,040	2,240,000
Fixed and variable cost (BETF)	1,200,000	1,320,000
<b>TOTAL EXPENDITURES</b>	<b>5,451,040</b>	<b>3,560,000</b>
<b>End of FY GEI overall balance</b>	<b>2,901,741</b>	<b>2,912,044</b>

\* 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 Income

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. We recognize and appreciate the support of the German Institute for Development Evaluation which provide full time staff members working as part of the GEI's Global Team.

GEI overall income (Thousands, US\$)							
Bilateral Agencies							
	FY21	FY22	FY23	FY24	FY25**	TOTAL	TOTAL COMMITTED
Sweden	2,417,503	908,926		-	-	3,326,429	3,326,428
Netherlands	1,222,500	281,725	345,355	269,425	263,900	2,119,005	2,377,381
Germany	1,208,320	1,465,230	1,052,200	1,079,800	1,000,000	4,805,550	5,805,550
Switzerland	-	403,735	265,674	281,436	276,700	950,845	1,227,545
Finland	305,925	-	-	-	-	305,925	305,925
Portugal	-	11,292	-			11,292	11,292
Denmark	263,223	-	228,741	218,891	263,000	710,855	973,855
Canada	190,506	-	361,520	366,703	366,703	1,285,432	1,285,433
<b>Total Bilateral</b>	<b>7,064,148</b>	<b>1,960,093</b>	<b>1,908,135</b>	<b>2,216,255</b>	<b>2,170,303</b>	<b>13,515,333</b>	<b>15,313,409</b>
Multilateral and UN Agencies							
IADB	500,000	500,000	500,000	500,000	500,000	2,000,000	2,500,000
UNDP	200,000	150,000	150,000	150,000	150,000	650,000	800,000
UNICEF			10,000	10,000	10,000	20,000	30,000
CIF				170,000		170,000	
IFAD	50,000	300,000	40,000	40,000	40,000	430,000	470,000
<b>Total MDB &amp; UN Agencies</b>	<b>750,000</b>	<b>950,000</b>	<b>740,000</b>	<b>950,000</b>	<b>700,000</b>	<b>3,390,000</b>	<b>4,090,000</b>
<b>Total Bilateral, MDB and UN Agencies</b>	<b>1,500,000</b>	<b>1,900,000</b>	<b>1,440,000</b>	<b>1,820,000</b>	<b>1,400,000</b>	<b>12,823,376</b>	<b>19,362,982</b>

IEG						
Total IEG Contributions*	3,308,000	2,200,000	2,900,000	3,100,000	4,000,000	15,508,000
Grand total cumulative MDTF	11,872,148	6,060,093	6,248,135	7,136,255	7,570,303	38,886,934

\* Note that IEG Contributions for FY21 include \$808,000 in grants to GEI partners | Received after Dec. 31, 2023 | Soft commitments

\*\* Note that some figures for 2025 are tentative and are not yet covered by signed agreements.

## GEI MDTF Current Account situation

Current account situation for the GEI MDTF as of 6 March 2024		
Financial Summary		
(+) Contributions Paid-in		15,921,931
(+) Investment Income		531,825
(-) Admin Fee		382,326
(-) Disbursements		9,411,743
Fund Balance		6,659,687
Outstanding Commitments		1,660,426
Main Fund Balance		3,724,914
Balance of Commitment*		4,064,914

\* BOC = funds available for new grant commitments

# Fundraising

Significant progress on fundraising efforts has been made since the last Partnership Council meeting. To systematize our approach to fundraising, GEI appointed a dedicated person in November 2024 to develop a comprehensive fundraising and resource mobilization strategy.

The GEI global team developed a database of 50 existing and potential donors and screened each of them to ensure alignment with GEI's strategic goals and growth aspirations. The team plans to approach 30 new donors, including governments, multilateral development agencies and banks, and foundations.

The database will be used to keep track the engagements with each individual donor and ensure timely follow up on requests. Efforts have also been made to involve GEI implementing partners in mobilizing resources at regional and country levels.

A calendar of visits to existing and prospective donors has been prepared and will be rolled out in the coming months. The GEI team is also preparing marketing materials to support engagement with prospective donors in the coming months.

# Evaluation Strategy Update

At the [Partnership Council in November 2023](#), the GEI proposed a comprehensive evaluation strategy to assess different aspects of the GEI's work. The first part of the strategy involves a three-pronged evaluation approach, including a case-based assessment of GEI's impact on M&E capacity, a survey to evaluate training effectiveness, and an online analytical assessment of GEI's knowledge work and events. The second part of the strategy will involve a comprehensive external evaluation.

As part of the **survey experiment and portfolio analysis of GEIs training offerings**, GEI recently launched a [global survey](#) to better understand the relevance and potential effectiveness of its trainings and to align it more closely with the needs and expectations of its target audiences. The survey covers various topics such as exposure to evaluation training and preferences regarding training content and modalities. The intended audience for this survey are evaluation stakeholders worldwide: those who are involved in the planning, management, implementation, and/or use of evaluations. The GEI Global team has started analysing the data received from the survey and is planning to reopen the survey to gather further data in early 2024. For a more detailed description of the evaluation strategy components and the timeline, please see the previous [PC Progress Report](#).

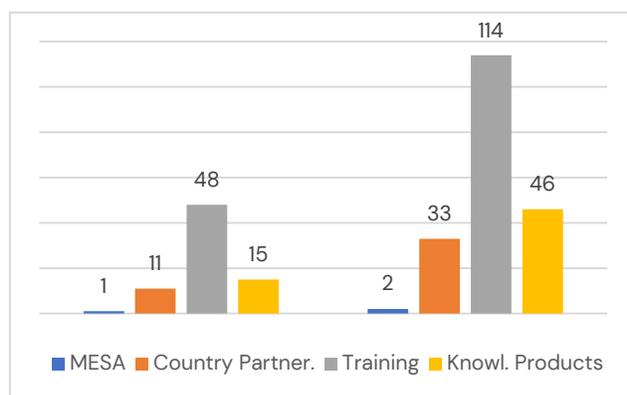
# APPENDIX 1.

## GEI AT A GLANCE

July 1st – Dec 31st, 2023

### GEI Activities

Activity/Product	Jul-Dec 2023	Cumulative Total
MESA Diagnostics	1	2
Country Partnerships	11	33
Training	48	114
Knowledge Products	15	46
<b>Total Activities</b>	<b>82</b>	<b>213</b>



### Themes

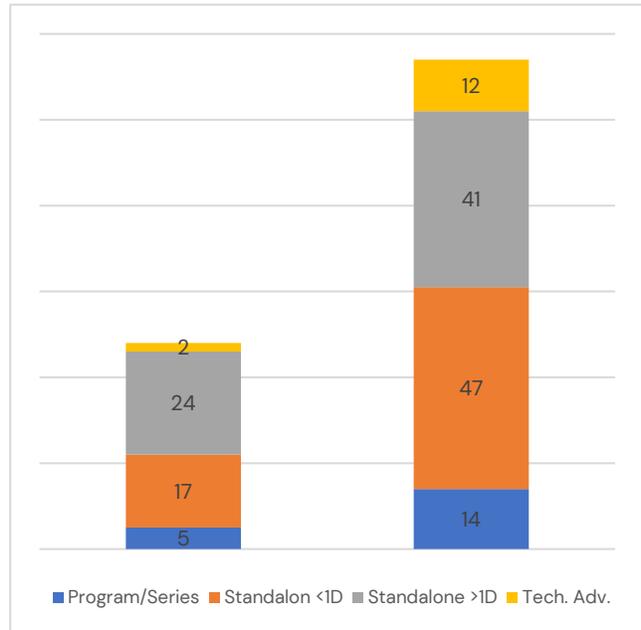
Theme	Jul-Dec 2023	Cumulative Total
Climate Change	17 (21%)	29 (14%)
Fragile Countries	4 (5%)	17 (8%)
Youth	12 (15%)	33 (15%)
Gender	9 (11%)	25 (12%)

### Target Groups

Target	Jul-Dec 2023	Cumulative Total
Governments	52 (63%)	146 (69%)
M&E Practitioners	48 (59%)	120 (56%)
VOPEs and NGOs	41 (50%)	95 (45%)
Academia	33 (40%)	75 (35%)
Donors	17 (21%)	46 (22%)
Media	5 (6%)	22 (10%)

## Training

Type	Jul-Dec 2023	Cumulative Total
Program or series of Training Events	5	14
Standalone Training Event < 1 day	17	47
Standalone Training Event > 1 day	24	41
Technical Advisory	2	12
<b>Total</b>	<b>48</b>	<b>114</b>



## Participants

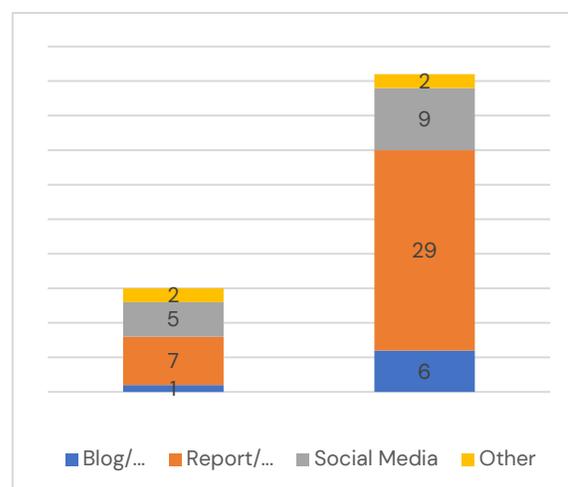
Dimension	Jul-Dec 2023	Grand Total
Sum of Total Number of Participants	2,942	14,564
% Female Participants	49%	46%

## Implementing Partners Training

Dimension	GEI Partner	Jul-Dec 2023	Cumulative Total
Sum of Total number of participants	CERP	31	714
	CLEAR LAB	258	856
	CLEAR AA	873	1533
	CLEAR FA	263	7,183
	CLEAR SA	340	819
	ENAP	328	328
	GEI Global Team	445	2,275
	IPDET	404	856
% Female Participants	CERP	42%	40%
	CLEAR AA	44%	41%
	CLEAR FA	30%	27%
	CLEAR LAB	67%	61%
	CLEAR SA	48%	40%
	ENAP	82%	82%
	GEI Global Team		49%
	IPDET	61%	64%
<b>Sum of Total number of participants</b>	<b>Total</b>	<b>2,942</b>	<b>14,564</b>
<b>% Female Participants</b>	<b>Total</b>	<b>49%</b>	<b>46%</b>

## Knowledge Products

Type	Jul-Dec 2023	Cumulative Total
Blog/Story	1	6
Report/Brochure/Toolkit	7	29
Social Media (Podcast, Video)	5	9
Other	2	2



## Implementing Partners Activities

GEI Partner (Total Activities)	Jul-Dec 2023	Cumulative Total
CERP	12	21
CLEAR AA	8	25
CLEAR FA	11	39
CLEAR LAB	13	35
CLEAR SA	18	48
ENAP	3	3
GEI Global Team	7	24
IPDET	10	18
Grand Total	82	213

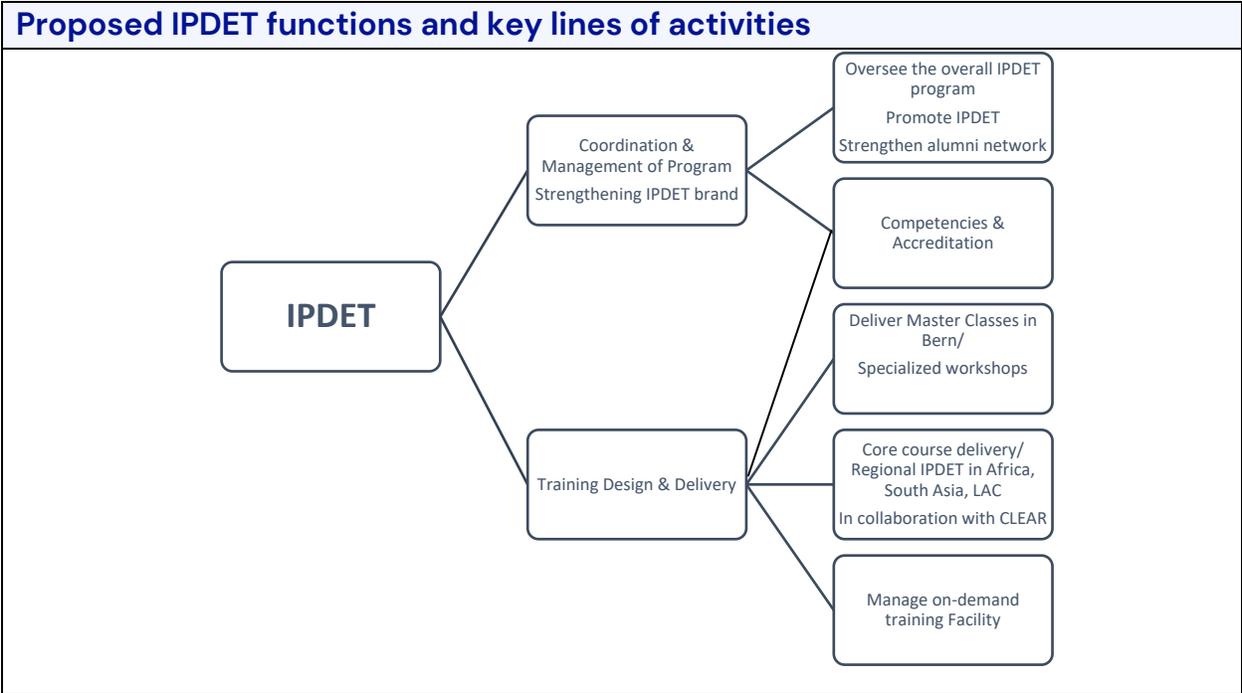
## Implementing Partners Activities (detailed)

GEI Partner		Jul – Dec 2023	Cumulative Total
<b>CERP</b>	MESA Diagnostics	1	2
	Country Partnerships	4	5
	Training	1	7
	Knowledge Products	3	3
<b>CLEAR AA</b>	MESA Diagnostics	0	0
	Country Partnerships	2	7
	Training	4	12
	Knowledge Products	2	6
<b>CLEAR FA</b>	MESA Diagnostics	0	0
	Country Partnerships	1	7
	Training	10	22
	Knowledge Products	0	5
<b>CLEAR LAB</b>	MESA Diagnostics	0	0
	Country Partnerships	1	3
	Training	8	18
	Knowledge Products	4	14
<b>CLEAR SA</b>	MESA Diagnostics	0	0
	Country Partnerships	2	7
	Training	10	27
	Knowledge Products	2	5
<b>ENAP</b>	MESA Diagnostics	0	0
	Country Partnerships	0	0

	Training	3	3
	Knowledge Products	0	0
<b>GEI Global Team</b>	MESA Diagnostics	0	0
	Country Partnerships	1	4
	Training	2	8
	Knowledge Products	4	12
<b>IPDET</b>	MESA Diagnostics	0	0
	Country Partnerships	0	0
	Training	10	17
	Knowledge Products	0	1

# APPENDIX 2. Functions to be performed by IPDET

The primary objective of revising the design and approach of IPDET is to make the program respond to the current and future demand for training services in a strategic manner. The proposed changes are intended to align the training program more closely with GEI's objectives, making it the primary facility for coordinating the design and delivery of high-quality training in M&E around the world. These changes also aim to strengthen IPDET's value proposition to match its brand name and improve the access of different evaluation stakeholders to quality training that is tailored better to their needs.



## Proposed IPDET functions and lines of activities

Function	Start up and ongoing activities
<b>MANAGE, COORDINATE, AND STRENGTHEN IPDET BRAND</b>	
Manage and oversee the whole IPDET program	<ul style="list-style-type: none"> <li>• Develop and oversee an overall workplan</li> <li>• Liaise closely with the University of Bern and the GEI network</li> </ul>
Promote and grow IPDET brand as a prestigious global training program and actively develop the market for its services	<ul style="list-style-type: none"> <li>• Attract top faculty consistently</li> <li>• Conduct program evaluation and reporting</li> <li>• Prepare and place promotional marketing materials</li> <li>• Meet with potential clients and partners</li> <li>• Attend relevant events to promote IPDET</li> </ul>
Nurture and strengthen the IPDET alumni network	<ul style="list-style-type: none"> <li>• Actively manage IPDET alumni network; find new ways to connect the graduates, including through fostering regional alumni chapters</li> <li>• Seek partnerships with different organizations to link the alumni with potential professional development opportunities or other lifelong learning opportunities</li> </ul>
<b>COMPETENCIES AND ACCREDITATION</b>	
Maintain a current and relevant evaluation competency framework to serve as a strategic resource for its own training programs and those of others	<ul style="list-style-type: none"> <li>• Adapt GEI's evaluation competency framework, review, and update it annually.</li> <li>• Use competency framework systematically for mapping and designing IPDET training offerings</li> <li>• Make all competency-related information easily accessible digitally</li> </ul>
Create and maintain an accreditation system to support the delivery of training and professional development across the GEI network.	<ul style="list-style-type: none"> <li>• Explore accreditation options with the University of Bern and GEI's other partners</li> <li>• Develop and operationalize an accreditation solution</li> <li>• Maintain the accreditation systems</li> </ul>
<b>TRAINING DESIGN AND DELIVERY</b>	
Revise the annual on-site program delivery in Bern	<ul style="list-style-type: none"> <li>• Design, convene, and host the annual delivery of master classes in Bern to meet the needs of specific audiences including mid-career professionals and technical specialists</li> <li>• Develop partnerships with potential audiences such as ECG, EvalNet and UNEG, amongst others</li> <li>• Identify potential training courses to cutting edge methodologies and topics</li> </ul>
Review, revise, and assure the quality of the core course curriculum; support its customization for delivery in three regional formats for Africa, Asia and Latin America	<ul style="list-style-type: none"> <li>• Review and revise the current core course curriculum</li> <li>• Establish relationships with CLEARs for regional IPDET deliveries</li> <li>• Ensure the quality of the curriculum</li> <li>• Support their delivery of regional IPDET courses</li> </ul>
Provide technical and operational support to the delivery of regional IPDET training courses	<ul style="list-style-type: none"> <li>• Plan a delivery schedule with the CLEARs that aligns with the regional and Bern deliveries</li> <li>• Share the curriculum and support its customization with additional case materials and contextually relevant information</li> </ul>

## ON-DEMAND TRAINING FACILITY

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Coordinate the requests for 'on-demand' training to link training users with providers of training services

- Receive requests for on-demand customized training and professional development from potential clients
  - Maintain an up-to-date roster of instructors
  - Source training options from potential providers and prepare and submit proposals
  - Contract and manage the delivery of training by the providers for the users
  - Track and assess the quality of training provided for the provision of training
-

