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Centers for Learning on Evaluation and Results

ANNUAL REPORT

July 2019–June 2020

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Centers for Learning on Evaluation and Results

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ANNUAL REPORT

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Message from the CEO

Sophie Sirtaine
CLEAR CEO
Director of Strategy
and Operations
Independent Evaluation
Group, World Bank Group

The 10-year countdown for the world to achieve the Sustainable Development Goals (SDGs) began in fiscal year (FY)20. As we close the books on that year, we reflect on what was a pivotal year for the Centers for Learning and Evaluation and Results (CLEAR) Initiative and the need for monitoring and evaluation (M&E) in the world. Now more than ever, it is important to ensure that systems are in place to provide countries with the tools to measure progress, learn from their experiences, and design policies based on stronger evidence. In 2019, with generous support from our donors, CLEAR defined a new strategy for 2020–25, the main objective of which is to support governments in achieving the SDGs by providing evaluation capacity development services to strengthen national M&E systems and institutions (SDG 16). Through this strategy, CLEAR prioritizes clients and beneficiaries who have limited budgets for M&E but are likely to have a high impact on the M&E environment and culture in their countries.

M&E's central role in generating evidence-based decision-making and learning has become even more pressing as the COVID-19 pandemic forces governments to translate data quickly into effective policy and actions. During FY20, we leveraged our strategic objective to support governments in developing countries to build strong M&E cultures and frameworks, and adapted it to the demands posed by the pandemic to ensure that such frameworks provide the data and evidence governments need in the fight against the coronavirus. CLEAR rose to the pandemic's challenges and adapted its activities through a diverse and growing mix of innovative products and services. Our annual knowledge-sharing event, gLOCAL Evaluation Week, used a virtual format and reached more than 30,000 participants, including people in underserved areas and in countries affected by fragility, conflict, and violence, such as Afghanistan and Syria. While working under strict yet necessary travel restrictions, we enhanced our reliance on local partners for technical assistance and diagnostic activities. The CLEAR Centers also launched several new products and services to continue pursuing the CLEAR mission. CLEAR Anglophone Africa collaborated with the United Nations Children's Fund to launch the first-of-its-kind Guide on Evaluation in

Voluntary National Reviews in Africa and provided workshops on these reviews; CLEAR Lusophone Africa and Brazil assisted a client in adapting a visitation program to include remote surveys that can reach previously overlooked beneficiaries, and CLEAR/Abdul Latif Jameel Poverty Action Lab South Asia initiated a new partnership with the Department of Personnel and Training in India to offer online courses to all Indian policy makers and civil servants on evidence-informed decision-making.

The global demand for M&E continued to grow, and CLEAR successfully leveraged partnerships to expand into new areas and regions during FY20, including Lusophone Africa and in small island states in the Pacific and Caribbean. This expansion reflects the appeal and relevance of our services, and we look forward to continuing this work in strengthening more country M&E systems, building the capacity of additional local M&E professionals and regional organizations, and fostering partnerships in new regions.

To address this growing demand, a broad and inclusive range of stakeholders came together in FY20 to establish the Global Evaluation Initiative (GEI), which aims to meet the worldwide demand for stronger national M&E systems and capacities. Convened by the Independent Evaluation Group and the United Nations Development Programme's Independent Evaluation Office, GEI is the first global partnership that brings together international and local partners, evaluation experts, government, and nongovernment entities to coordinate and scale up support to M&E globally. CLEAR is now a key member of the initiative. In FY21 and beyond, we will be in a stronger position to continue its ambitious agenda of supporting more developing countries in making better policy decisions by strengthening their M&E systems, sharing relevant local and global M&E knowledge, and fostering an environment that values evidence as a basis for decision-making.

This report shows that the CLEAR Centers are in a strong and unique position to support the 2030 Development Agenda on the SDGs through our continued efforts to build stronger M&E systems in client countries, especially in underserved regions. We gratefully acknowledge that this work would not be possible without our donors' expert guidance and financial support and the work of our global team.

CLEAR's worldwide network is uniquely positioned to support local M&E excellence, drawing on global practices and local experience to strengthen evaluation systems, build evaluation skills, and apply evaluation knowledge to improve development outcomes.

CLEAR at a Glance

The Centers for Learning and Evaluation and Results (CLEAR) is a collaborative global initiative founded in 2010 by academic, bilateral, and multilateral institutions to support evaluation capacity development in developing countries. Our mission is to improve policy planning and implementation through strengthening monitoring and evaluation (M&E) systems and capacities. We innovate and learn locally and regionally and share and inspire globally.

Our vision is to promote better development outcomes through increased evaluation capacity, learning, and use of evidence. To achieve this vision, we partner with stakeholders across the evaluation ecosystem to engage clients and provide useful products and services at the Enabling Environment, Organizational, and Individual levels (see box).

Implemented more than

180

technical assistance programs

Organized nearly

400

knowledge-sharing events

Produced more than

140

knowledge products

Reached more than

95K

people

Currently delivering products and services in

26

countries

Delivered more than

450

trainings
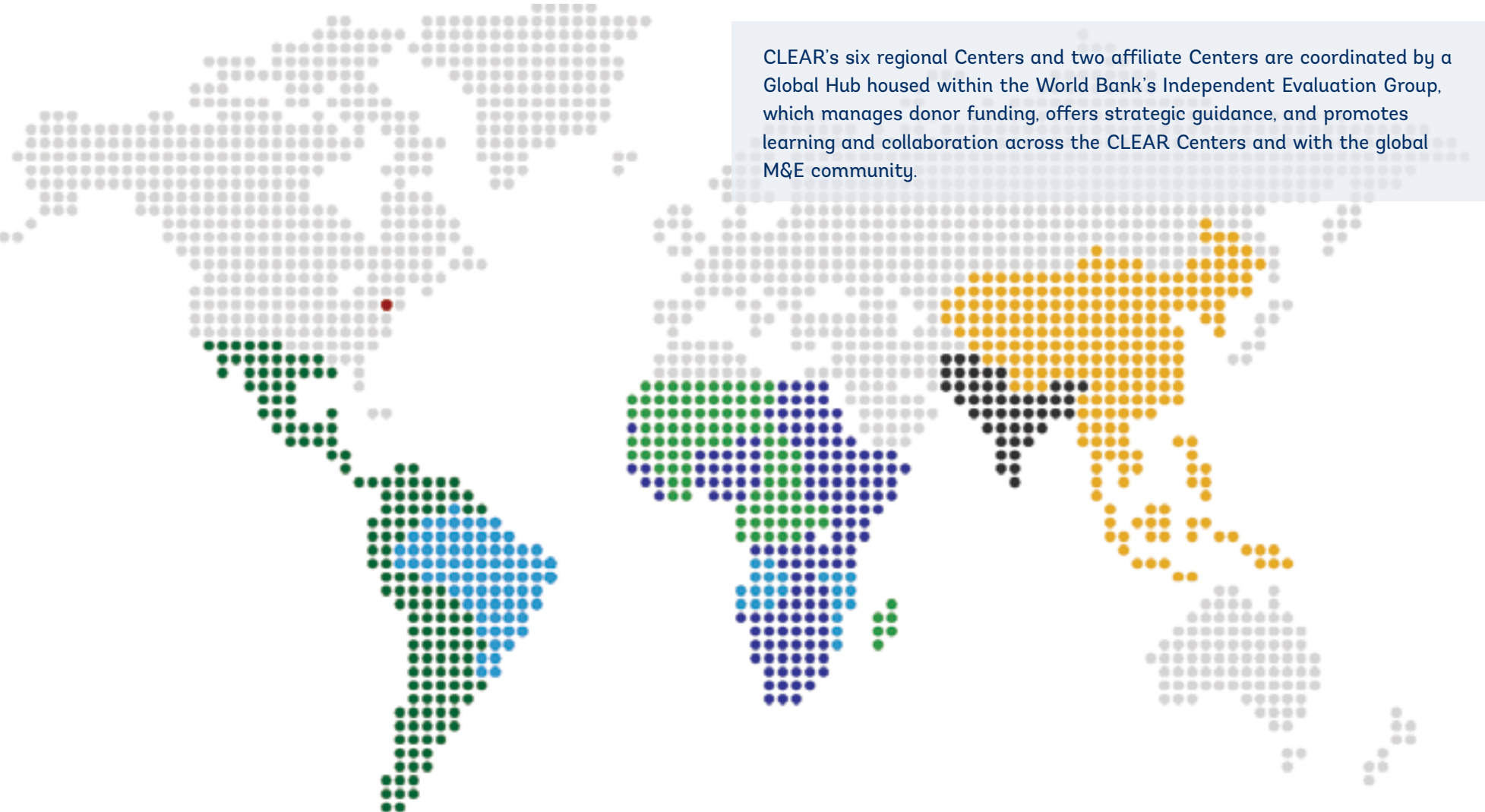
Enabling Environment, where assistance focuses on strengthening the supportive legal, regulatory, and institutional frameworks that promote a culture of evidence-use in decision-making and lead to system-wide impact

Organizational, where support is provided to build M&E capacities of institutions

Individual, which focuses on building the capacity of those whose knowledge, skills, and competencies are essential to achieving any system-level impact or culture change

CLEAR's six regional Centers and two affiliate Centers are coordinated by a Global Hub housed within the World Bank's Independent Evaluation Group, which manages donor funding, offers strategic guidance, and promotes learning and collaboration across the CLEAR Centers and with the global M&E community.

● **Global Hub**
Hosted by Independent Evaluation Group
The World Bank Group
Washington, DC

● **Latin America and the Caribbean Regional Center**
Hosted by Centro de Investigación y Docencia Económicas, Mexico City, Mexico

● **Lusophone Africa and Brazil Regional Center**
Hosted by Fundação Getulio Vargas, Escola de Economia de São Paulo, SP, Brazil

● **Anglophone Africa Regional Center**
Hosted by University of the Witwatersrand Johannesburg, South Africa

● **West Africa Affiliate Center**
Hosted by Ghana Institute of Management and Public Administration, Accra, Ghana

● **Francophone Africa Regional Center**
Hosted by Centre Africain d'Études Superiéures en Gestion
Dakar, Senegal

● **East Asia Regional Center**
Hosted by Asia-Pacific Finance and Development Institute, Shanghai, China

● **South Asia Regional Center**
Hosted By J-PAL South Asia at the Institute for Financial Management and Research, New Delhi, India

● **Pakistan Affiliate Regional Center**
Hosted by Centre for Economic Research in Pakistan, Lahore, Pakistan

I. Activities and Results

Global Highlights

In FY20, CLEAR delivered 218 activities, reaching 17,117 participants in 26 countries:

Angola	**Ghana**	**Samoa**
Benin	**India**	**Sao Tome and Principe**
Brazil	**Kenya**	**Senegal**
Burkina Faso	**Liberia**	**Sierra Leone**
Cabo Verde	**Madagascar**	**South Africa**
China	**Mexico**	**Tanzania**
Costa Rica	**Mozambique**	**Uganda**
Côte d'Ivoire	**Nigeria**	**Zambia**
El Salvador	**Pakistan**	

GLOBAL HIGHLIGHTS

The CLEAR Centers conducted more than 200 activities this year, aligning their work with the CLEAR 2020–25 strategy. Nearly half of the activities occurred at the Enabling Environment level, reflecting our commitment to systemic engagements for building a stronger M&E culture. Most activities targeted more than one type of client, but more than 50 percent focused primarily on government clients, contributing to our support toward achieving Sustainable Development Goals (SDGs) 16 and 17. In line with CLEAR's public goods provision goal, 60 percent of all activities were either knowledge generation (41) or knowledge sharing (88).

GLOBAL RESULTS

Develop a Culture of Evidence-Based Decision-Making in Emerging, Fragile, and Developing Economies

In FY20, the CLEAR Centers informed budget reforms (page 17), researched M&E systems capacity-strengthening approaches (page 13), and raised public evaluation awareness through increased social media presence (page 27). In Anglophone Africa, participants in Development Evaluation Training Programme in Africa (DETPA) 2019 highlighted the importance of context in evaluation and proposed a Made in Africa competition to showcase local approaches to evaluation (page 12). In a response to the COVID-19 pandemic, CLEAR Lusophone Africa and Brazil (CLEAR LAB) assisted the adaptation of a public health visitation program to use remote data gathering, which evolved into a powerful tool to reach beneficiaries that might have been missed may (page 30). CLEAR Latin America and the Caribbean (CLEAR LAC) undertook a participatory evaluation of the three government programs that replaced the long-running "Progresa-Oportunidades-Prospera (Prospera)" conditional cash transfer program in Mexico (page 26).
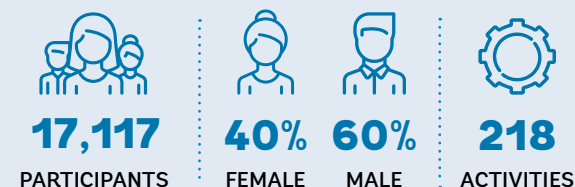
Strengthen a Cadre of Evaluators, M&E specialists, and Other Evaluation Stakeholders in Emerging, Fragile, and Developing Economies

The CLEAR Centers offered tailored M&E courses to audiences ranging from legislators in Mexico (page 27), government officials in Senegal (page 16), and undergraduates in Brazil (page 30). CLEAR Francophone Africa (CLEAR FA) also conducted a regional capacity-building workshop for senior officials on national M&E systems in the context of the SDGs, exploring challenges to reconcile national priorities with global programs (page 18). CLEAR South Asia's (CLEAR SA) two strategically important partnerships provide skill-building opportunities to Indian policy makers and strengthen the capacities of state and central governments to establish and use M&E systems (pages 22 and 23).

Generating and Sharing M&E Knowledge

CLEAR East Asia (CLEAR EA) organized the fourth Asian Evaluation Week (page 34), and the gLOCAL Evaluation Week moved online and reached more than 30,000 participants (page 9). CLEAR LAB launched a newsletter and data repository with curated COVID-19 information to combat disinformation (page 31).

ACTIVITIES IN NUMBERS

17,117 PARTICIPANTS

40% FEMALE **60%** MALE

218 ACTIVITIES

ACTIVITY LEVEL

49% ENABLING ENVIRONMENT

26% ORGANIZATIONAL

26% INDIVIDUAL

CLIENTS
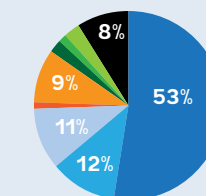
- 53% Government
- 12% M&E Network
- 11% Academia
- 9% Civil Society Organizations
- 8% Research, Non-Academia
- Private Sector
- Other CLEAR Center(s)
- Donors
- Other
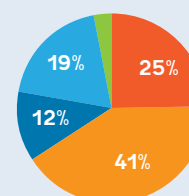
ACTIVITY TYPE

- 25% Trainings Courses and Workshops
- 41% Knowledge Sharing
- 12% Technical Assistance and Advisory
- 19% Knowledge and Applied Research Products
- Scholarships/Internships /Mentoring

CLIENT RATINGS*

76% QUALITY

73% USEFULNESS

68% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 62 training activities (n=1596)

Global Activity Highlights

Accra Convening

Develop a Culture of Evidence-Based Decision-Making in Emerging, Fragile, and Developing Economies

Enabling Environment

In September 2019, the CLEAR Centers and the World Bank's Independent Evaluation Group (IEG) convened the Evaluation Capacity Development in Africa conference—the first regional gathering of this magnitude that CLEAR organized.

Forty-six participants from 24 African countries attended the conference, representing governments and civil society organizations, academia, the evaluation practitioner community, and donors and partners. Participants from English, French, and Portuguese language groups worked together during the two days to identify challenges and potential solutions to strengthen Evaluation Capacity Development (ECD) across countries in Africa. They concluded that there is a strong need for advocacy and political dialogue to foster demand for better evaluation practices to improve evidence-based decision-making processes in the region.

Accra Convening

Lusophone Africa Expansion

Develop a Culture of Evidence-Based Decision-Making in Emerging, Fragile, and Developing Economies

Enabling Environment

After the Accra Convening, Lusophone African countries resumed discussions to develop the 2020 Action Plan for CLEAR's expansion in Lusophone Africa. A wide range of partners and stakeholders took part in the discussions, including representatives from governments, civil society, universities, CLEAR LAB, IEG, the European Development Fund, and the Camões Institute.

The action plan identifies two priority activities: Conduct diagnostics of country M&E needs and capacities and develop plans to strengthen institutional capacities, and develop evaluation training courses tailored to each country based on the diagnostic. Considering the pandemic context, the action plan proposes to develop remote activities for implementation in 2020, followed by face-to-face activities when the global situation permits. To this end, CLEAR LAB will offer two virtual training courses in anticipation of the completion of the diagnostics-based tailored courses: "Introduction to Monitoring and Evaluation" (introductory level) and "Impact Assessment" (intermediate level).

These initiatives will involve technical staff of the government, civil society, universities, and other relevant actors that CLEAR will identify in each participating country.

gLOCAL Evaluation Week 2020

👥 Generate and share M&E knowledge

gLOCAL Evaluation Week, dedicated to M&E knowledge sharing globally, features a wide range of events organized by governmental and nongovernmental institutions specializing in M&E. It aligns with the CLEAR Initiative's mission of strengthening local M&E capacity, fostering accountability for results, promoting evidence-based decision-making, and learning from results. The 2020 gLOCAL occurred virtually because of the COVID-19 pandemic, and 188 institutions in 40 countries hosted more than 250 events, making it a truly "gLOCAL" event to share knowledge across the globe.

More than 30,000 evaluation practitioners, government officials, academics and researchers, students, and others joined the global dialogue on M&E, connecting with each other and sharing their knowledge and experiences in the field. The diversity of topics— including emerging M&E themes and cross-cutting topics such as health, gender, social inclusion, climate change, performance-based budgeting, and the role of artificial intelligence in M&E—reflects the importance of connecting locally and globally to share experiences and learning in our collective efforts to address global development challenges.

Despite the challenges of quickly adapting in-person events to online platforms, gLOCAL 2020 saw sustained engagement from organizers, and the virtual format allowed events to include speakers and participants from different countries and regions, resulting in richer discussions throughout the week.

CLEAR Extension to the Pacific: Samoa

👥 Develop a Culture of Evidence-Based Decision-Making in Emerging, Fragile, and Developing Economies

Samoa's Ministry of Health, recognized for its M&E expertise, requested support from CLEAR Anglophone Africa (CLEAR AA) to build an institutional M&E system and strengthen M&E capacity within the ministry. CLEAR AA partnered with Lutia I Puava Ae Mapu, a local nongovernmental health organization, to provide an initial diagnostic of the ministry's M&E practices. Health sector professionals were engaged in a session on results-based M&E to map M&E gaps and brainstorm ideas to inform an M&E strategy for Samoa's health sector to ensure evidence-based policy making. The Ministry of Health has now adopted the strategy and is implementing it.

CLEAR AA will continue to work with local partners to support M&E strengthening in Samoa. This initial support to one Pacific island government is an opportunity for CLEAR to forge new partnerships and extend our activities to other countries in the region.

The CLEAR Initiative's COVID-19 Response

In the second half of FY20, the CLEAR Centers quickly adapted and innovated to face the COVID-19 pandemic's challenges to continue supporting governments and other clients to make evidence-based decisions part of their pandemic responses. As described throughout this report, the Centers adjusted their work by conducting virtual workshops and missions, offering online adaptations of training programs, strengthening social media presence, and conducting remote data collection activities. The CLEAR Initiative's response to COVID-19's impacts on travel restrictions and social gatherings actively displayed its capacity to evolve with the new situation, and in the process, CLEAR continued to strengthen its position as the world's primary M&E capacity building and knowledge hub.

Anglophone Africa

"Over the past year, we have continued to deepen our relationships with country governments, higher education institutions, and local experts. As we become more deeply involved in the development of country systems, the tools and practices we use are becoming more sophisticated and easier to tailor to specific country and local contexts. We are grateful for the partnerships we are building with the United Nations and other agencies. We consider these an important ingredient in our approach to working in exciting, dynamic contexts."

Professor Dugan Fraser, Director, CLEAR
Anglophone Africa

CLEAR Anglophone Africa Team

CLEAR AA PORTFOLIO OVERVIEW

CLEAR AA was established in 2011 at the University of the Witwatersrand to develop M&E capacity in African countries with English as an official language. We conduct our work in West Africa through a partnership with the Ghana Institute of Management and Public Administration.

CLEAR AA shifted to a systemic approach to our work in 2019, part of the third implementation phase of the CLEAR 2020–25 strategy. We focus on country-owned and country-led strategies to improve M&E, and with our new practical regionalization strategy, we will facilitate and support a cohort of English-speaking countries to design, build, and implement their own unique M&E systems.

We delivered 51 activities during FY20 that reached 349 people. A significant number of these (29) were conducted at the Enabling Environment level, reflecting our continued efforts to build sustainable M&E systems. Most of our work targeted government clients (23), highlighting our efforts to develop a culture of evidence-based decision-making, and we conducted 21 training events as part of CLEAR's mission to strengthen the cadre of M&E professionals. As part of our ongoing efforts to create and share M&E knowledge, we undertook 13 knowledge-generation activities and 5 knowledge-sharing activities, including organizing gLOCAL Evaluation Week in our region.
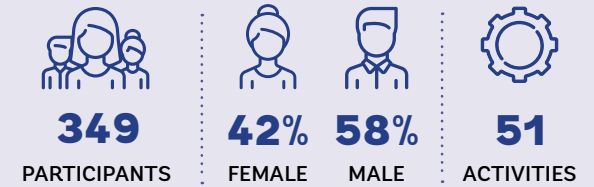
The COVID-19 pandemic imposed changes on our work, but our country programs still progressed successfully, with online solutions replacing in-country, face-to-face engagements. We are implementing country programs in Botswana, Lesotho, Liberia, Namibia, Tanzania, Uganda, and Zambia, and we continued working with governments in Lesotho, Madagascar, Namibia, and Tanzania to develop M&E policies that will structure, systematize, and institutionalize how M&E practice is done in the public sector.

We also supported evidence use in policy and practice through coordinating and disseminating the book, *Using Evidence in Policy and Practice: Lessons from Africa*. We delivered webinars and policy briefs on each chapter of the book since April 2020 and anticipate continuing activities into 2021.

We are excited about the prospect of collaborating closely with CLEAR FA and CLEAR LAB to develop a shared vision to support evaluation capacity development across the African continent. We will continue expanding our country programs and deepening our partnerships with existing and prospective partners such as the United Nations Children's Fund (UNICEF), the World Food Programme, and the Ghanaian Institute of Management and Public Administration.
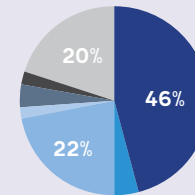
ACTIVITIES IN NUMBERS

349 PARTICIPANTS

42% FEMALE

58% MALE

51 ACTIVITIES

ACTIVITY LEVEL

57% ENABLING ENVIRONMENT

25% ORGANIZATIONAL

18% INDIVIDUAL

CLIENTS

46%
22%
20%

- Government
- M&E Network
- Academia
- Civil Society Organizations
- Other CLEAR Center(s)
- Donors
- Other
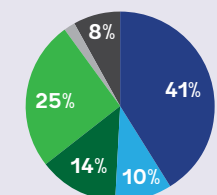
ACTIVITY TYPE

8%
41%
25%
14%
10%

- Trainings Courses and Workshops
- Knowledge Sharing
- Technical Assistance and Advisory
- Knowledge and Applied Research Products
- Scholarships/Internships/Mentoring
- Other

CLIENT RATINGS*

87% QUALITY

89% USEFULNESS

84% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 2 activities (n=314)

Anglophone Africa Activity Highlights

DETPA 2019

Strengthen the cadre of evaluators and M&E specialists in EFDEs

Individual Level

2019 marked the third successful delivery of DETPA, attracting 35 participants from 13 countries who joined the program's fundamental and advanced tracks over two weeks in Johannesburg, South Africa. DETPA advances an African approach to evaluation that acknowledges context, culture, history, and beliefs as critical to how we shape evaluation in response to the diversity and complexity of development in Africa.

A key highlight of DETPA 2019 was the public expert seminar, "Whose Evidence Matters—A Critique of Evidence-Informed Decision-Making Practice by African Practitioners." The seminar panel comprised course participants from Ghana, Kenya, South Africa, Uganda, and Zambia who are practitioners in key positions of influence in policy, planning, and evaluation. All shared insightful experiences on topical issues, such as indigenous and contextually relevant approaches in evaluation. Panelists also compared experiences from evaluation systems in the five countries, observing both unique contextual traits and areas of similarity. The need to continue such conversations culminated in a proposed Made in Africa competition aimed at producing a body of knowledge to highlight evaluation approaches used by practitioners, local scholars, and government officials conducting evaluation in Africa.

Training and Guidance on Voluntary National Reviews

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

CLEAR AA collaborated with UNICEF and the United Nations Economic Commission for Africa to facilitate a training on Voluntary National Reviews (VNRs). Participants from 11 African countries were trained on the importance of evidence-based VNRs within the framework of the 2030 SDG agenda, the

> **To me, #DETPA19 is more than a program to equip knowledge and skills. It's about sharing the way we think about the African narrative, to be able to use evaluative thinking to unpack the African narrative.**
>
> Nanou Kone, African Parliamentarians' Network on Development Evaluation

DETPA 2019

use of evidence from country-led evaluations and disaggregated data in strong VNRs, and the relevance of scaling up evidence from evaluations to inform child and youth-oriented national policies to accelerate progress toward the SDGs.

As part of this activity, we published *Embedding Evaluation in Voluntary National Reviews in Africa: A Guide*, the first guide of its kind designed to help guide governments, agencies, and other relevant regional actors in incorporating evidence from evaluations to inform country policies and programs and use these results to develop VNRs of country performance against the SDGs. This important milestone for CLEAR AA and UNICEF is part of efforts to support governments and other relevant actors in Anglophone Africa in making better evidence-based policy and program decisions and making greater progress toward their domestic policy goals and related SDG targets.

M&E Capacity-Strengthening Approaches and Their Measurement in Anglophone Africa

Generate and share M&E knowledge

Enabling Environment

CLEAR AA produced a research report that examines approaches to strengthening M&E systems capacity in Anglophone Africa and how to measure the effectiveness of these approaches. The report evolved into a learning note and policy brief that provides an overview of national evaluation capacity development across selected countries, with recommendations on how to strengthen national evaluation capacities. We distributed the report to our audience through social media and our website.

The study revealed that M&E capacity-strengthening initiatives range from training and technical assistance to coaching and mentoring. International organizations with an interest in national evaluation capacity development have led the funding of these initiatives in the region. The report concludes that although the literature on the measurement of M&E capacity-strengthening initiatives is still nascent, state and nonstate institutions fail to measure the initiatives' efficiency, impact, effectiveness, relevance, sustainability, and worthiness adequately.

> " **I would say that one of the big enabling factors is actually willingness, political willingness to utilize or to take on board evidence that comes from M&E…more and more people across the board are willing to take up M&E evidence because then they see it as beneficial, something that actually enhances, something that you learn from.** "

Kobena Hanson, African Development Bank

Francophone Africa

> "FY20 has been a year of innovations for CLEAR FA. We innovate by broadening the Center's portfolio of activities focusing on learning products development and research. We also innovate by improving the way we work, in order to overcome the challenges that surfaced due to the COVID pandemic situation. Moreover, we consolidate our regionalization strategy. We are facing these challenges with determination."

Amos Menard, Acting Director CLEAR Francophone Africa

CLEAR Francophone Africa Team

CLEAR FA PORTFOLIO OVERVIEW

CLEAR FA was established in 2012 at the Centre Africain d'Etudes Supérieures en Gestion based in Dakar, Senegal. The Center provides a range of high-quality services aimed at developing and promoting M&E and performance management systems and capacities across Francophone Africa.

In FY20, CLEAR FA focused on developing individual and organizational capacity through diverse activities aimed at creating best M&E practices and champions in key agencies, primarily in the public sector. We invested in research projects and technological innovation to increase knowledge on good practices in performance management across the West African Economic and Monetary Union (WAEMU) countries. We also supported and took part in face-to-face and virtual M&E conferences to connect, engage, and share on issues related to good governance, evidence-based decision-making, and improved performance management.

We delivered 19 activities that reached 311 people and conducted a significant number of activities (9) at the Enabling Environment level, reflecting our continued efforts to build sustainable M&E systems. More than half of the activities (11) related to knowledge production and knowledge sharing, including the development of a research paper, the facilitation of learning activities and panel discussions during high-level conferences, and hosting events during the gLOCAL Evaluation Week. We also organized six training workshops and four seminars to further our goal of strengthening the cadre of M&E professionals, and we reached more than 200 participants. Topics ranged from basic M&E to impact evaluation, including related topics such as organizational knowledge management. Government

clients were our target audience for most of our activities this year, highlighting our efforts to develop a culture of evidence-based decision-making.

A strong example of our work at the Enabling Environment level is the ongoing engagement with the government of Madagascar (in partnership with CLEAR AA) to develop, validate, and disseminate a national evaluation policy, including a series of trainings for stakeholders. The engagement's first step was the diagnostic assessment of national evaluation capacities, completed in June 2020, which identified the drivers for an effective national M&E system. Stakeholder buy-in confirms the country's strong willingness to institutionalize evaluation as a key instrument for effective public policies. We look forward to continued engagement in FY21.

Looking ahead, our aim is to further increase our support at the Organizational and Enabling Environment levels,and hope to build innovative strategies to work with new actors and key government clients in a range of countries, including those we have not yet covered. We intend to emphasize the development of learning products and research as a way to advance evaluation practices in countries. We believe that partnerships are a key success factor, and we are excited to see the outcomes of the joint projects already in place and those that will stem from new partnerships.

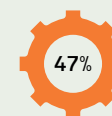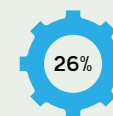## ACTIVITIES IN NUMBERS

311 PARTICIPANTS	31% FEMALE	69% MALE	19 ACTIVITIES

ACTIVITY LEVEL

47% ENABLING ENVIRONMENT	26% ORGANIZATIONAL	26% INDIVIDUAL

CLIENTS

5% 5% 11% 79%
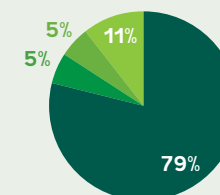
▶ Government
▶ M&E Network
▶ Academia
▶ Other

ACTIVITY TYPE

11% 11% 31% 47%
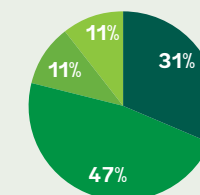
▶ Trainings Courses and Workshops
▶ Knowledge Sharing
▶ Technical Assistance and Advisory Services
▶ Knowledge and Applied Research Products

CLIENT RATINGS*

89% QUALITY	90% USEFULNESS	78% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 1 activities (n=47).

Creating a Culture of Sharing Best Practices within the Senegalese Public Administration

Francophone Africa Activity Highlights

Creating a Culture of Sharing Best Practices within the Senegalese Public Administration by Supporting the Bureau Organisation et Méthodes (BOM)

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

In Senegal, the Bureau Organisation et Méthodes contracted CLEAR FA to strengthen the capacity of senior public administration staff in the management of knowledge assets and create a dynamic for best practices sharing. The bureau's role, as defined by the Head of State, is to strengthen the state's human resources and promote a culture of results, transparency, evaluation, accountability, and quality within the public administration.

We organized a capacity-building workshop for 21 government officials, through which we developed several knowledge products to capture successful bureau engagements with clients. The workshop led to increased operational efficiency and sustainability of the bureau's operations, and more than 80 percent of participants had a highly favorable opinion of the knowledge-management capacity framework.

> "This workshop was very useful because it showed the importance of implementing a knowledge management system that activates and encourages the sharing of ideas, collaboration, and access to information derived from the knowledge and experiences acquired during the activities carried out by the organization."
>
> Abdoul Aziz Kane, President of the Senegalese Evaluation Association

Creating a Culture of Sharing Best Practices within the Senegalese Public Administration

Making Public Sector Budget Reform Work in Africa

This long-term integrated support to manage and share knowledge assets shows positive signs for the scaling up of promising practices. Looking ahead, we plan to support the full articulation of the bureau's knowledge-management strategy and support the development of several knowledge tools based on interventions and innovations within the Senegalese public administration. We will continue to strengthen the capacities of the public administration and other Senegalese organizations, as we have already done for the Senegalese Evaluation Association.

Making Public Sector Budget Reform Work in Africa: A Deeper Look at Levers and Bottlenecks for Policy Effectiveness

Generate and share M&E knowledge

Enabling Environment

The WAEMU Commission adopted new guidelines in 2009 on the harmonized framework for public finance reform to ensure the appropriation of policy design and implementation and efficient domestic and external resources management. As the 2020 deadline for the guidelines' implementation approaches, there is a

pressing need to find innovative and practical solutions to some of the major issues that policy makers and public financing reform practitioners face.

In 2019, CLEAR FA initiated a multidisciplinary research (collaborating with researchers from the Centre Africain d'Etudes Supérieures en Gestion, five other universities in Africa and Canada, and budget processionals from WAEMU states) to analyze and provide an in-depth understanding of key levers and bottlenecks in budget reform implementation in WAEMU countries, identifying challenges that macro-level analyses have overlooked so far. CLEAR FA organized a workshop that helped develop and validate the research methodology and approach. We produced

Making Public Sector Budget Reform Work in Africa

the research paper, *Coherence of Program Budgeting Reform in the WAEMU Region,* in the first quarter of 2020, which analyzes both internal and external inconsistencies in the implementation of reform by examining the program manager's role and the link between procurement reform and performance-based budgeting reform.

Data collection is still ongoing in Niger and Senegal and will be extended to Benin and Côte d'Ivoire to identify the key success and failure factors of reform implementation.

Building National M&E Systems in African Countries in the Context of the SDGs: Capacity-Building Workshop for Champions from 10 Countries

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

We delivered a workshop in the last quarter of 2019, "Building National Monitoring & Evaluation Systems in the Context of SDGs," to 26 senior officials from 10 countries.[1] The officials all have influential roles in their country's public policy M&E system. The workshop was part of the 6th National Evaluation Capacity conference that was centered on the theme, "Leave No One Behind: Evaluation for 2030" and organized by the United Nations Development Programme and the government of Egypt.

The workshop was a good opportunity to explore challenges of evidence-based management and leveraging public policy results in African countries, particularly in contexts where national priorities may conflict with supranational development programs such as the Development Agenda 2030 (SDGs) or the African Union's Development Agenda 2063. Inclusion was the workshop's key topic, and it highlighted the usefulness of having a consistent, functional, and inclusive national M&E system to support evidence-based decision-making. The workshop also introduced participants to a 10-step methodology for designing a national M&E system in the context of the SDGs.

Throughout the course, the experiences of African countries with mature M&E systems and countries that successfully completed the early stages of building national M&E systems were examples to guide participants on what works and what does not when implementing such a process.

1   Benin, Burkina Faso, Cameroon, Egypt, Mali, Morocco, Mauritania, DRC, Senegal, and Tunisia

Building National M&E Systems in African Countries in the Context of the SDGs

> "This workshop was a great opportunity for me because it allowed for a sharing of experiences and good practices on the construction, implementation, strengthening, and management of national evaluation systems, and challenges encountered and lessons learned."

Wasso Wenceslas Koita, Ministry of Economy, Finance, and Development of Burkina Faso

South Asia

> "This year, CLEAR SA prioritized our work with governments and building new partnerships in the region to improve transparency through evidence-use, and ultimately strengthen monitoring and evaluation capabilities and systems in low-income countries."

Dr. Shagun Sabarwal, Director of CLEAR South Asia

CLEAR South Asia Team

CLEAR SA PORTFOLIO OVERVIEW

The CLEAR Center in South Asia is hosted by the Abdul Latif Jameel Poverty Action Lab (J-PAL) South Asia at the Institute for Financial Management and Research, a regional office of J-PAL. The Center started operations in 2011. We work closely with J-PAL South Asia's policy and research teams to leverage their expertise and use the latest research in our workshops and trainings. As a member of the CLEAR Initiative, we also leverage the work of leading M&E practitioners from around the world.

CLEAR SA's focus this year was on building long-term partnerships with central and state governments in India to facilitate evidence use within government departments and ultimately create a culture of evidence-based decision-making.
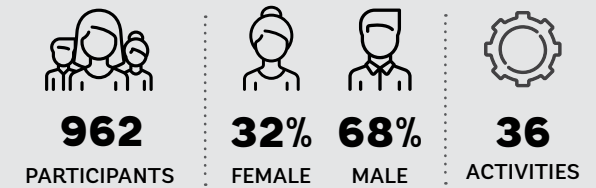
During FY20, we delivered 36 activities reaching 962 people and conducted most of these events (23) at the Enabling Environment level, reflecting our continued efforts to build sustainable M&E systems. We continued to strengthen the cadre of M&E professionals through 10 trainings and one ongoing scholarship initiative, along with conducting 18 knowledge-generation and sharing activities, including gLOCAL and participation in high-level M&E conferences. Government representatives and academia were our most prominent client group, consistent with our overall goals for the year.

Examples of this work include our partnership with the Development Monitoring and Evaluation Office (DMEO) of the National Institution for Transforming India (NITI) Aayog, a premier policy think tank of the government of India, to support its efforts to strengthen the capacities of central and state governments to establish and use M&E systems. We continued to offer the Research for Impact Fellowship aimed at doctoral degree students in India and initiated efforts to develop collaborations with and build the capacity of young researchers based in local universities. Along with convening the gLOCAL Evaluation Week in South Asia (which featured 26 webinars organized by partners in Afghanistan, India, Myanmar, Pakistan, and the Philippines), we organized multiple knowledge-sharing events on topics such as gender, transition to work, nutrition, and food security.

Looking ahead, we plan to expand our regional footprint by building long-term partnerships with governments and building local researcher capacity in the South Asian Region, and by developing and sharing M&E knowledge in thematic areas such as gender, climate change, and the use of administrative data.
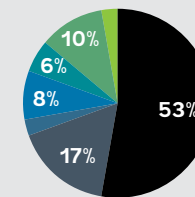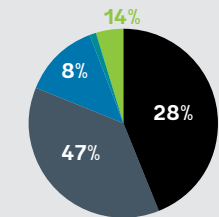
ACTIVITIES IN NUMBERS

962 PARTICIPANTS

32% FEMALE

68% MALE

36 ACTIVITIES

ACTIVITY LEVEL

64% ENABLING ENVIRONMENT

14% ORGANIZATIONAL

22% INDIVIDUAL

CLIENTS

- 53% Government
- 17% Academia
- 8% CSOs/NGOs
- 6% M&E Networks
- Private Sector
- 10% Research, Non-Academic
- Donor

ACTIVITY TYPE

- 28% Trainings Courses and Workshops
- 47% Knowledge Sharing
- 8% Technical Assistance and Advisory
- 14% Knowledge & Applied Reseach Products
- Scholarships, Internships and Mentoring

CLIENT RATINGS*

84% QUALITY

78% USEFULNESS

56% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 8 activities (n=348)

South Asia Activity Highlights

Leveraging Online Learning to Build Capacity of Policy Makers on Evidence-Based Decision-Making

Strengthen the cadre of evaluators and M&E specialists in EFDEs

Individual Level

In 2019, CLEAR/J-PAL South Asia entered into a long-term partnership with the Department of Personnel and Training (the federal organization providing training oversight for all public officials in India), aiming to offer flexible skill-building opportunities to Indian policy makers through online courses on using data and evidence for decision-making.

Through this collaboration, public officials across the country can access the J-PAL–Massachusetts Institute of Technology's online MicroMasters program in Data, Economics, and Development Policy at a subsidized rate. The response to the course offering has been extremely positive: 155 civil servants enrolled in the program, 97 completed it successfully in 2019–20.

This collaboration reflect an appetite for online learning among the Indian civil services. Encouraged by the success of this collaboration and other initiatives, the Department of Personnel and Training is now undertaking large-scale reforms to introduce the Integrated Government Online Training platform, which seeks to provide competency-oriented learning opportunities to all government officers within the Indian civil services. As part of the platform's program management unit, J-PAL South Asia, with support from the Bill and Melinda Gates Foundation, is assisting these reforms through various roles, including setting up competency frameworks and building government training institutions' capacity on online adult education.

CLEAR SA's Partnership with DMEO, NITI Aayog

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

In January 2020, we signed a two-year partnership with DMEO of NITI Aayog, a premier policy think tank of the government of India. DMEO is an attached office within NITI Aayog, established by the government in 2015 as an apex body with the aim to evaluate government programs and monitor India's progress on the SDGs. This is a strategically important partnership because it provides an excellent opportunity for CLEAR SA to achieve our twin goals of strengthening national institutions (SDG 16) and supporting national plans to implement the SDGs (SDG 17).

> **The government of India is very keen to upgrade the skill sets of our government servants and bring them on par with the best in the world, and this partnership will go a long way in achieving these objectives. I think this is an excellent opportunity for officers to get to know how to use data, how to effectively garner evidence to make decision-making more scientific.**

Dr. C. Chandramouli, Department of Personnel and Training

Leveraging Online Learning to Build Capacity of Policy Makers

CLEAR SA's Partnership with DMEO, NITI Aayog

"
Over the past year, J-PAL, through the CLEAR initiative, has provided invaluable support to DMEO in working toward its goal of promoting evidence-based policy making in the government of India... We look forward to building on this partnership in the years to come.
"

Sekhar Bonu, Director-General of DMEO, NITI Aayog

CLEAR SA supports DMEO in strengthening the M&E capacities of state and central governments through capacity-building workshops for DMEO staff and collaboration to share evidence-based insights through toolkits, policy briefs, and technical advisory. To build the capacity of academic institutions in India, we jointly hosted a consultation session with senior faculty members from leading Indian academic institutions to build an encouraging M&E ecosystem for policy-relevant research by young researchers in India, particularly for impact evaluations. DMEO was also our key partner at this year's gLOCAL Evaluation Week.

Through this comprehensive support system, we have assisted DMEO in institutionalizing M&E use in decision-making. Positively, DMEO has expressed its interest to deepen our partnership further in the coming years.

Evidence-Based Program Design 2019

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

In December 2019, the Centre for Economic Research in Pakistan (CLEAR SA's affiliate center in Pakistan) conducted a five-day workshop on evidence-based program design in Lahore, with the aim to identify mechanisms to maximize the impact of development policies and programs and to expand the scope of M&E methods in Pakistan.

Forty participants from the public sector, research think tanks, academia, multilateral donors, and nonprofit entities attended the workshop, which consisted of more than a dozen in-class lectures and digital modules that helped build skills for using data and evidence in decision-making. Case studies provided valuable insights into the local policy context and directly engaged participants with issues that are relevant to their fields, and they developed solutions to real-world problems in group work sessions. Workshop participants worked under the close mentorship of faculty from the Centre for Economic Research in Pakistan and teaching fellows to refine their design proposals, which participants presented on the final day and received feedback from faculty members and a panel of judges.

Six months after its conclusion, about 40 percent of workshop participants reported that they meaningfully applied the concepts learned and made changes to their work, and that M&E systems have been strengthened significantly and used increasingly in their organizations.

▶ VIDEO:
Naveed Aziz, Department for International Development, Pakistan, on Evidence-Based Program Design 2019

Latin America and the Caribbean

> "FY20 tested our capacity to adapt and innovate in a world that demands more evidence than ever. I believe CLEAR LAC responded to the challenge by leveraging its track of good performance, collaboration, and responsiveness, becoming a relevant ally in developing joint resilience with key stakeholders in the region to continue our work in M&E capacity building."

Dr. Gabriela Pérez Yarahuán, General Director of CLEAR Latin America and the Caribbean

CLEAR Latin America and the Caribbean team

CLEAR LAC PORTFOLIO OVERVIEW

CLEAR LAC was established in 2012 at Centro de Investigación y Docencia Económicas. Since then, our work has focused on promoting the improvement of public policies through training programs in M&E, applied research, and the dissemination of knowledge.

CLEAR LAC strengthened its strategic focus in FY20 on delivering courses and diplomas on M&E capacity building. It was also a year of innovation and capacity building, during which we adapted to changes in the government of Mexico with renewed efforts to build relationships and forge links with public sector clients and stakeholders through workshops evaluating government priority programs, and close collaboration with legislators on M&E capacity strengthening (see Activity Highlights). We developed a crucial communication strategy in response to the COVID-19 pandemic that guided the transition of many Center activities to online formats.
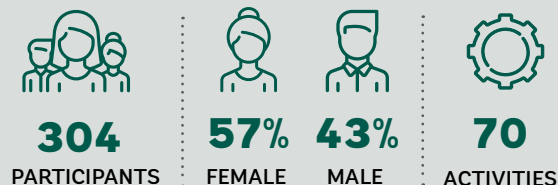
We delivered 70 activities that reached 304 people and conducted half of these activities (36) at the Enabling Environment level, reflecting our continued efforts to build sustainable M&E systems. We conducted 19 trainings as part of our ongoing efforts to strengthen the cadre of M&E professionals in the region. Consistent with CLEAR LAC's commitment to increasing awareness of and access to knowledge on M&E best practices, 45 activities this year related to knowledge-generation or sharing.

We produced a variety of public goods, ranging from academic papers and briefs to project-related lessons learned and translations of key CLEAR LAC publications. The higher attendance at the gLOCAL Evaluation Week (during which both participants and organizers rose to the online challenge) reflects the continued appeal of this M&E knowledge-sharing initiative. We also delivered online courses to members of the Mexican Congress and the Federal Superior Auditor, and delivered the results of the independent evaluation of three education programs that replaced the "Prospera" conditional cash transfer program with a focus on learning and collaboration to promote the use of evidence. Furthermore, we signed memorandums of understanding with several academic institutions in Spanish-speaking Latin America to generate projects and activities (workshops, conferences, courses, and the like) that foster M&E capacity development.

Looking ahead, we are excited to assess the first results from the pilot of the APRENDER online platform, intended to collate regionwide offerings of M&E capacity-building courses and information. We also look forward to collaborating with the Caribbean Community further in developing and implementing results-based management policies in select Caribbean countries through technical assistance and advisory work. Preparation of a virtual version of the Program in Rural Monitoring and Evaluation (PRiME) is under way in collaboration with other CLEAR Centers, and we will deliver the program in English, French, Portuguese, and Spanish to more than 100 participants from more than 70 countries.
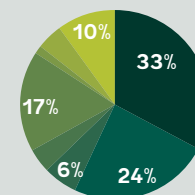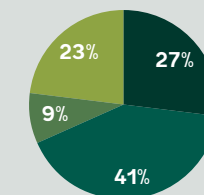
ACTIVITIES IN NUMBERS

304 PARTICIPANTS · **57%** FEMALE · **43%** MALE · **70** ACTIVITIES

ACTIVITY LEVEL

51% ENABLING ENVIRONMENT

16% ORGANIZATIONAL

33% INDIVIDUAL

CLIENTS

- 33%
- 24%
- 6%
- 17%
- 10%

▶ Government
▶ M&E Network
▶ Academia
▶ Private Sector
▶ Research, Non-Academia
▶ Other CLEAR Center(s)
▶ Donor

ACTIVITY TYPE

- 27%
- 41%
- 9%
- 23%

▶ Trainings Courses and Workshops
▶ Knowledge Sharing
▶ Technical Assistance and Advisory
▶ Knowledge and Applied Research Products

CLIENT RATINGS*

95% QUALITY

88% USEFULNESS

95% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 3 activities (n=760)

Latin America and the Caribbean Activity Highlights

CLEAR LAC Fosters Participatory Evidence-Based Evaluation of Mexican Social Policies

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

In 2019, the Mexican government discontinued its long-standing social welfare program, "Prospera", which offered conditional cash transfers to mitigate poverty and incentivize children's school attendance and visits to health clinics. The new government implemented three new scholarship programs in its place.

CLEAR LAC partnered with the National Council for Evaluation of Social Development Policy and the Coordinación Nacional de Becas de Bienestar (a national coordination unit for programs on well-being)

to develop an ambitious strategy for an evaluation of these programs. We conducted in-depth interviews and focus group sessions throughout Mexico to collect data from more than 400 beneficiaries and stakeholders, generating insights into the strengths and opportunities of the program design and the main implementation processes.

During the evaluation, we coordinated the participatory approach to get relevant evidence and information to detect opportunities for real-time adjustments to improve the programs' design and implementation. The national coordination unit considered almost all of CLEAR LAC's recommendations useful and transformed them into actions that immediately improved the well-being of more than 7 million beneficiaries. For example, it strengthened the communication strategy on selection criteria and the payment calendar, streamlined scholarship payment methods, and initiated a strategy to monitor education trends.

Participatory Evidence-Based Evaluation of Mexican Social Policies

> **The research done by CLEAR LAC provided relevant and evidence-based recommendations that will contribute to improving social development programs.**

Karina Barrios, National Council for Evaluation of Social Development Policy

> **CLEAR LAC focuses the work on improving the programs and not on finding shortcomings per se. During the evaluation, we found this perspective especially relevant for decision-making regarding improvements of the cash transfer educational programs.**

Leopoldo Figueroa, Official from La Coordinación Nacional de Becas para el Bienestar Benito Juárez

Strengthening Evaluation Culture among Legislators

Strengthen the cadre of evaluators and M&E specialists in EFDEs

Individual Level

In 2020, we offered a tailored course on the use of information and evidence for legislative decision-making to 20 parliamentarians and 20 advisers of the Mexican Chamber of Deputies. The chamber is the highest budgetary authority in the Mexican government, with the mandate to approve the federal budget annually. The course specifically targeted deputies who are part of the Surveillance Commission

> **We conclude this online course with the certainty that what we have learned will allow us to have more and better elements to apply in our day-to-day [work] to better supervise the quality of public expenditure.**

Dr. David Villanueva, Mexican Chamber of Deputies

of the Federal Superior Auditor, with the objective to increase the use of evidence-based decision-making among legislators by showing how evaluative evidence can be a useful asset in policy budgeting and supervision. The course responds to an increased need for quality policy evaluation, which becomes especially relevant when governments are under social and economic stress, such as during the ongoing COVID-19 pandemic. It is designed to increase both learning and innovation and highlights the importance of sound decisions based on evidence.

Trainers prepared hands-on presentations and activities in which participants engaged with evidence and were actively encouraged to consider how evidence can inform budgetary decisions and approvals. The deputies highly appreciated the training and suggested that all representatives should complete the course before assuming their seats in the chamber.

Raising Evaluation Awareness in Times of COVID-19 through Digital Media

Generate and share M&E knowledge

Enabling Environment

In 2019, we adapted our communications strategy to clarify our messaging and improve access to knowledge and products for target audiences. Several aspects of our communication methods and products underwent change, including an

update of our visual identity and social media graphics, content that is more tailored, and a redesigned website.

In line with the strategy, we are developing close collaborations with news media outlets in Mexico. We established a permanent opinion column on the Animal Politico news portal and made presentations on television news shows such as El Financiero and República 33 TV.2 We also delivered a workshop for journalists during the 2020 gLOCAL Evaluation Week, which recognized the critical role of news media in sharing knowledge and aimed to familiarize journalists with M&E principles and tools relevant for their field.

The creation of succinct products that are easy to share has enriched our content menu and increased public engagement with our research. This was especially helpful in the transition to a virtual gLOCAL Evaluation Week, allowing us to provide important information through short videos and infographics that participants received very well. Our increased social media presence also yielded greater interaction with our audiences: between January and August of this year, new likes on Facebook increased by 66 percent, and sharing of our tweets on Twitter increased 23 percent compared with the same period in 2019. Our training courses saw increased participation, and 11 percent of the students found the course on social media . We are excited to see these results, which underscores the success of our communications strategy.

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2   For more information about our presence in media see: https://clear-lac.org/nosotros/prensa/

Lusophone Africa and Brazil

"It is in times of crisis like the COVID-19 that we testify the importance of evidence-based public policies, and our team was capable of responding to the new reality and supporting our partners. It is remarkable how CLEAR LAB managed to adapt and expand its actions to other Brazilian states and countries, despite the pandemic and the challenges of the isolation."

André Portela, Director of CLEAR Lusophone Africa and Brazil

CLEAR Lusophone Africa and Brazil Team

CLEAR LAB PORTFOLIO OVERVIEW

The Fundação Getulio Vargas hosts CLEAR LAB (established in 2015) as part of the São Paulo School of Economics and the Center for Applied Microeconomics. Operating in Brazil and the Portuguese-speaking (Lusophone) countries in the African continent, CLEAR LAB cooperates with governments and development actors at national and subnational levels with a focus on strengthening their M&E systems.

This past year, CLEAR LAB focused on expanding our reach into new regions in Brazil (specifically the Northeast) and consolidating the work in Lusophone Africa.
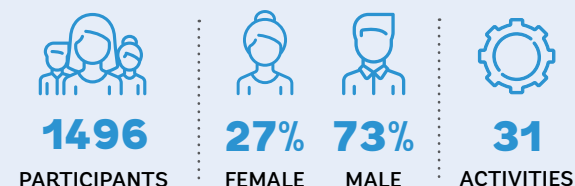
We delivered 31 events reaching 1,496 people and conducted half of these events at the Enabling Environment level. We organized five trainings as part of our goal to strengthen the cadre of M&E professionals, and conducted 16 knowledge-generation and sharing activities to continue the dissemination of M&E knowledge.

Examples of our work this year include a workshop about theory of change offered to policy makers from several countries in Latin America during an Inter-American Development Bank conference, a meeting in Accra (Ghana) with a select group of high-level representative partners and stakeholders of Lusophone African countries, and a panel during the 2020 gLOCAL Evaluation Week about good practices for M&E of public policies in Lusophone African countries. We also developed a strategy to disseminate knowledge, exchange experiences, and help build M&E ecosystems.

The impact of the COVID-19 pandemic made it necessary to outline a comprehensive strategy to deal specifically with COVID-19 challenges in our work. For example, we worked with government officials in the state of Rio Grande do Sul to adjust a family visitation program (see Activity Highlights). For activities in Lusophone Africa, we conducted knowledge exchange engagements and developed a joint action plan with representatives from governments, civil society, and multilateral organizations to chart new paths to ensure achievement of our program objectives (see Activity Highlights).

Looking ahead, we will continue working toward strengthening M&E skills with our partners and stakeholders, particularly in underserved regions. We are already working with many key partners such as the Brazilian National School of Public Administration and CLEAR LAC, with the aim of bringing the Program in Rural Monitoring and Evaluation (PRiME) to Brazil. The implementation of the Lusophone Africa joint action plan is scheduled for FY21. We look forward to expanding our collaboration with CLEAR FA and CLEAR AA to develop a shared vision for evaluation capacity development support across the African continent.
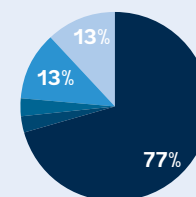
ACTIVITIES IN NUMBERS

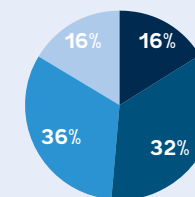**1496** PARTICIPANTS

27% FEMALE

73% MALE

31 ACTIVITIES

ACTIVITY LEVEL

23% ENABLING ENVIRONMENT

58% ORGANIZATIONAL

19% INDIVIDUAL

CLIENTS

- 77% —
- 13%
- 13%

▶ Government
▶ M&E Network
▶ Academia
▶ Other CLEAR Center(s)
▶ Other

ACTIVITY TYPE

- 16%
- 16%
- 32%
- 36%

▶ Trainings Courses and Workshops
▶ Knowledge Sharing
▶ Technical Assistance and Advisory
▶ Knowledge and Applied Research Products

CLEAR LAB did not receive client feedback during FY20

> **Early childhood cannot wait. We have a short period with a lot of potential for development, so reviewing a methodology based on evidence, based on something that is structured, something that has already been tested, is very important.**

Karine Isis Bernardes Verch, Research Coordinator at the Better Early Childhood Program

Readjusting a Visitation Program Because of COVID-19

Lusophone Africa and Brazil Activity Highlights

Evidence-Based Public Policy in Practice: Readjusting a Visitation Program Because of COVID-19

Developing a culture of evidence-based decision-making in EFDEs

Organizational Level

We have worked with the health department of the state of Rio Grande do Sul since 2017 to evaluate its Better Early Childhood Program, which is implemented through weekly home and community visits to socially vulnerable families to improve their skills to educate and care for their children. The aim of the program evaluation is to generate longitudinal evidence to determine the impact of this pioneering policy on the lives of its beneficiaries.

A follow-up field survey was scheduled in May, but the pandemic forced us to significantly rethink the visitation program. We launched an online survey to assess the possibility of conducting remote visits by gathering information on whether visitors had the necessary equipment and to what extent beneficiaries had access to mobile phones.

We assisted the program team in researching worldwide experiences and policies on adapting visitation programs through remote assistance methodologies. The importance of continuing physical home visitation to some extent required the inclusion of both remote and hybrid interventions.

We are also planning for a separate evaluation of the effectiveness of the adjusted program. Since the implementation of the adjustments, their long-term sustainability has become apparent because the newly developed tools extend the Better Early Childhood Program's reach to previously overlooked beneficiaries, such as pregnant women who work during business hours.

CLEAR LAB in Lusophone Africa: Accra Meeting, Joint Action Plan, and gLOCAL 2020

Strengthen the cadre of evaluators and M&E specialists in EFDEs

Individual Level

In September 2019, we participated in a high-level meeting in Accra, Ghana with a select group of representatives from across Africa, including stakeholders from Lusophone African countries. The meeting was the first of its kind, providing a convening opportunity for ECD authorities and practitioners to exchange experiences and present the status of M&E capacity in their respective jurisdictions, and identify key steps and priorities for future actions and partnerships.

Because the pandemic forced us to adjust our work on the continent, we coordinated a joint action plan to identify alternative actions to achieve our agreed objectives. The plan received input from governments, civil society organizations, and universities in Angola,

CLEAR LAB in Lusophone Africa

Cabo Verde, Moçambique, and São Tomé and Príncipe. It consists of two priorities for CLEAR LAB: to lead M&E needs assessments and diagnostics of each country, which will inform the tailoring of M&E training courses targeted at government officials to strengthen local evaluation capacities. This work takes place during the second half of 2020.

At the gLOCAL Evaluation Week 2020, we gathered representatives from Cabo Verde and Moçambique and discussed observable improvements in the countries' M&E systems and potential challenges to consolidate an M&E culture at the national level.

VIDEO:
Gilson Pina, National Director of Planning, Ministry of Finance of Cabo Verde on the importance of creating national M&E systems

Sharing Evidence to Help the Public Navigate the COVID-19 Pandemic

Generate and share M&E knowledge

Enabling Environment

CLEAR LAB launched the blog and newsletter "Monitor de Evidências COVID-19" to help our audiences access curated, relevant, and evidence-based content from around the world about the pandemic's impact on economies, labor markets, social policies, education, health, and early childhood development. The blog is an effort to provide reliable knowledge when misinformation about the pandemic is spreading, a problem that the United Nations warns can cause great harm to the public.

A digital knowledge repository accessed through our website, it contains more than 75 pandemic-relevant studies and papers on M&E and evidence-based public policy. More than 1,600 subscribers receive

> **Public administration more and more recognizes the value of using evidence to imagine, subsidize, manage, evaluate, and communicate public policy choices and results. CLEAR LAB not only plays a central role in building this awareness but also in establishing guidelines and contributing directly to the expansion of the capacities of management teams for the best use of the available methods and evidence.**

Diana Coutinho, National School of Public Administration

the content by email in Portuguese and through our social media, so our community can quickly and easily access quality knowledge and apply it in their everyday work in the policy arena. It also allows CLEAR LAB to strengthen our position as a source of current and reliable information and to build relations with existing and new audiences and partners.

The Independent Evaluation Group's blog post, **"Addressing the 'Infodemic' to Cope with the COVID-19 (Coronavirus) Pandemic,"** highlighted the newsletter.

East Asia

"CLEAR EA is proud to consistently partner with local and regional stakeholders, enhancing evaluation awareness and capacity in China while also promoting South-South knowledge sharing in the region."

Scott Liu, Director of CLEAR East Asia

CLEAR East Asia Team

CLEAR EA PORTFOLIO OVERVIEW

CLEAR EA is hosted by the Asia-Pacific Finance and Development Institute at the Shanghai National Accounting Institute, a public service institution affiliated with the Ministry of Finance that aims to promote capacity building in finance and development among Asia Pacific Economic Cooperation member economies. The Center started operating in 2012.

In FY20, CLEAR EA continued to build evaluation skills of government officials and strengthen strategic partnerships with regional stakeholders. In a year that forced everyone to adapt to new circumstances because of the COVID-19 pandemic, we mixed our face-to-face activities with an expanded menu of online evaluation courses to successfully maintain our influence and promote M&E to increase development effectiveness throughout Asia and the Pacific.

During FY20, we delivered 11 activities reaching 13,695 people, 5 of which were conducted at the Individual level, reflecting our continued efforts to strengthen the cadre of evaluators and other M&E stakeholders in the region. At the same time, nearly all of our activities (90 percent) targeted government officials, showing our commitment to building an enabling environment for M&E. We also conducted 4 activities at the Organizational level and 2 at the Enabling Environment level. Half of our activities were knowledge generation and sharing activities, including Asian Evaluation Week.

The FY20 offering of the Shanghai International Program for Development Evaluation Training was divided into a five-day core course on the fundamentals of development evaluation and a subsequent five-day special topic course on environmental evaluation. The special topic course aimed to help participants identify specific challenges in evaluating environmental programs and incorporating environmental values
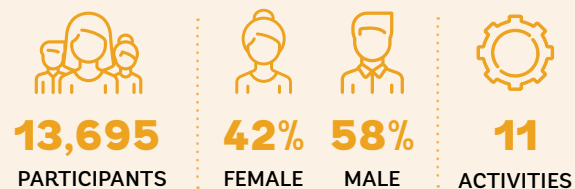
to make informed, evidence-based decisions on development projects.

We delivered a three-day M&E course for Asian Development Bank project managers and evaluation professionals in China to enhance evaluation capacity building and promote the use of M&E in projects. In September 2019, we worked with Asian Development Bank's Independent Evaluation Department to co-organize the fourth annual Asian Evaluation Week in Kunming, China (see Activity Highlights). We also worked with clients in Yunnan Province to write a research paper on performance-based budget management and partnered with the Organisation for Economic Co-operation and Development's Development Assistance Committee and UNICEF China to translate the committee's newly revised evaluation criteria into Chinese.

In addition to our face-to-face activities, we developed three online evaluation courses focusing on basic M&E concepts and methodologies and performance-based budget management, which were delivered through our host institution's e-learning platform. The aim of these courses is to reach and benefit a wider audience within China at a lower cost.

Looking ahead, with the guidance and support from the Global Hub, we will continue to collaborate with other CLEAR Centers to support evaluation capacity development in China and the Asia-Pacific region.
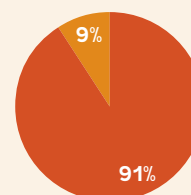
ACTIVITIES IN NUMBERS

13,695 PARTICIPANTS
42% FEMALE
58% MALE
11 ACTIVITIES

ACTIVITY LEVEL

18% ENABLING ENVIRONMENT
36% ORGANIZATIONAL
45% INDIVIDUAL

CLIENTS

- 9%
- 91%

► Government
► M&E Networks

ACTIVITY TYPE

- 36%
- 55%
- 9%
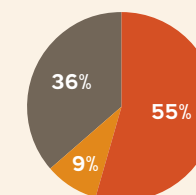
► Trainings Courses and Workshops
► Knowledge Sharing
► Knowledge and Applied Research Products

CLIENT RATINGS*

100% QUALITY
94% USEFULNESS
97% INCREASE IN KNOWLEDGE/SKILLS

* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 3 activities (n=91)

> **I think it is important to have those platforms because we can learn from success but also with failure of other countries and how to not make it again.**
>
> Olfa Soukri Cherif, Parliament of Tunisia

> **2019 Asian Evaluation Week is a great experience. I have learned a lot of things. We have been connected with so many experts, and we hope we can use it better next time we are conducting an evaluation in the country.**
>
> Sheila Samimi, Asian Development Bank, Afghanistan

2019 Asian Evaluation Week

East Asia Activity Highlight

2019 Asian Evaluation Week

Generate and share
M&E knowledge

Enabling Environment

The fourth iteration of the Asian Evaluation Week, jointly sponsored by the Ministry of Finance of China and the Asian Development Bank and co-organized by CLEAR EA and ADB's Independent Evaluation Department, had the overarching theme, "Quality Evaluation for Better Results: Local, National, Regional Perspectives." About 260 government officials, international organizations' representatives, and evaluation experts from more than 50 countries participated in the weeklong event, engaging in discussions and workshops on several topics, including:

- The implementation of comprehensive performance-based management systems to strengthen the capacity for better national governance
- The application of quality standards to improve credibility and use of evaluations
- National evaluation capacities for evidence-based SDGs reporting in Asia
- Emerging technologies and financial management as enablers for better evaluation outcomes.

With strong support from the Global Hub, five regional CLEAR Centers jointly delivered a session to showcase and share experiences on enhancing national evaluation systems. This event demonstrated the fruitful collaboration between CLEAR Centers and fostered cross-regional knowledge sharing at Asian Evaluation Week.

Looking Ahead

In FY20, the CLEAR Centers and the Global Hub, with the support of our donors, initiated the implementation of the CLEAR 2020–25 Strategy. CLEAR's focus in the future will be on supporting countries in monitoring and evaluating their progress on the SDGs, scaling up M&E products and services that can be harmonized and offered globally, and forging new links and partnerships to expand our global reach. In FY21 and onward, CLEAR will continue our highly relevant and impactful activities, and we are planning additional key activities as part of the Global Evaluation Initiative.

Expanding CLEAR's Reach through Virtual M&E Training. The current global context has accelerated the online adaptation of CLEAR's training and capacity development services. To that end, we converted PRiME to a virtual program that will have global reach and leverage the support of several other CLEAR Centers under the overall stewardship of CLEAR LAC. In addition, CLEAR will work toward the formulation and virtual delivery of training modules on specific topics related to M&E for individuals, and in some instances, tailored capacity development courses for institutions.

Partnering with Others to Reach Shared Goals. The CLEAR Centers will be more intentional in driving partnerships for shared evaluation capacity development goals to address underserved market needs at the local, national, and regional levels efficiently. Partnerships also enable the pooling of scarce funds, reducing fragmentation and duplication of effort, and aligning and staging work. In Africa, CLEAR AA will conduct diagnostic assessments in several countries in partnership with UNICEF. In Brazil, CLEAR LAB will support governments in poorer states of the Brazilian Northeast region and provide evaluation capacity development services to several Lusophone countries in Africa. In Latin America and the Caribbean, CLEAR LAC is partnering with the Caribbean Community to support regional and select countries in the Caribbean region to strengthen the culture and practice of results-based management.
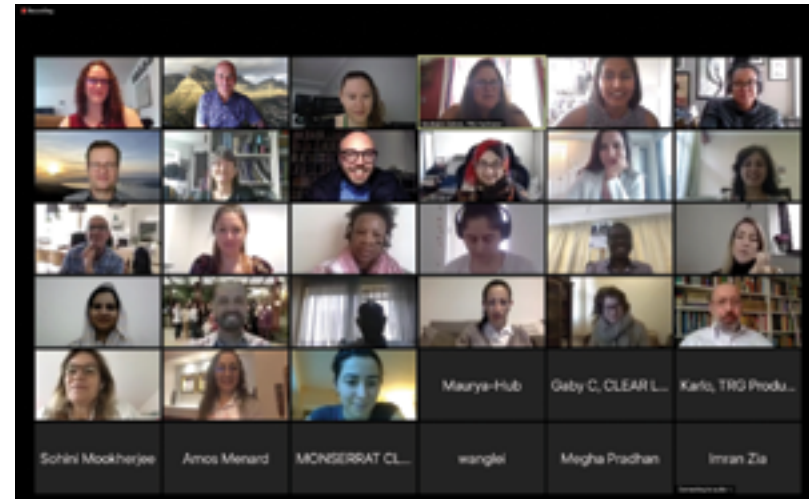
Global Forum 2020

Knowledge Production and Sharing. In FY21, as part of GEI, the CLEAR Initiative will partner with other M&E institutions to create a new knowledge repository to expand the availability and access to M&E publications, research, and other evidence-based outputs in Chinese, English, French, Portuguese, and Spanish. We will support the curation and production of knowledge guides on evaluation-related topics to disseminate and encourage the use of M&E content to governmental and nongovernmental stakeholders globally. To create effective knowledge-sharing synergies and expand our reach, we will coordinate with groups such as BetterEvaluation and MERL-Tech. The third iteration of gLOCAL Evaluation Week will build on its FY20 success to continue encouraging local, regional, and global knowledge stakeholders to share knowledge and experiences in the M&E field. We will remain actively engaged in sharing knowledge and experiences in local and regional forums and events, including the Asian Evaluation Week.

With the launch of GEI, we are entering a new era of global cooperation and coordination in M&E, based on values of inclusivity and diversity. We at the CLEAR Initiative look forward to joining hands with you in this global movement to reach the SDGs together, leaving no one behind.

III. Appendices

Appendix A. Financial Information

Through fiscal year 2020, the Centers for Learning and Evaluation and Results (CLEAR) Initiative committed or spent $16.3 million, or nearly 88 percent of the original $18.6 million budget projected through fiscal year 2021 (of which $18.3 million has been received). This funding, including grants, was used to support the CLEAR Centers (80 percent), Global Knowledge/Capacity and Network Support (16 percent), and Governance, Management, and Administration (4 percent). The World Bank Group contributed administrative budget and staff time.

All financial data is for fiscal year 2020, and all dollar amounts are US dollars unless otherwise indicated.

Table A.1. Contributions to CLEAR by Funding Agency
(as of June 30, 2020-unaudited statements)

	Non-World Bank	World Bank	Total
African Development Bank	100,000		
Asian Development Bank	450,000		
Belgium Directorate-General for Development Cooperation and Humanitarian Aid	147,411		
Department of Foreign Affairs and Trade (Australia)	1,135,410		
Department for International Development (United Kingdom)	5,160,561		
Inter-American Development Bank	2,700,000		
The Rockefeller Foundation	2,500,000		
Swedish International Development Cooperation Agency	4,689,949		
Swiss Agency for Development and Cooperation	731,775		
World Bank Africa Region, Institutional Development Fund grant to CLEAR Francophone Africa		712,865	
Total	17,615,106	712,865	18,327,971

Table A.2. Summary Funding by Region
(includes Center grants and direct funding as of June 30, 2020)

Region	Total
Anglophone Africa Center	5,760,032
Francophone Africa Center (incl. IDF grant)	2,628,562
East Asia	609,014
Pacific	68,884
South Asia (including Pakistan)	4,114,818
Latin America and the Caribbean	1,419,992
Brazil	872,914
Multiregion	44,801

Region	Total
Total	15,524,099
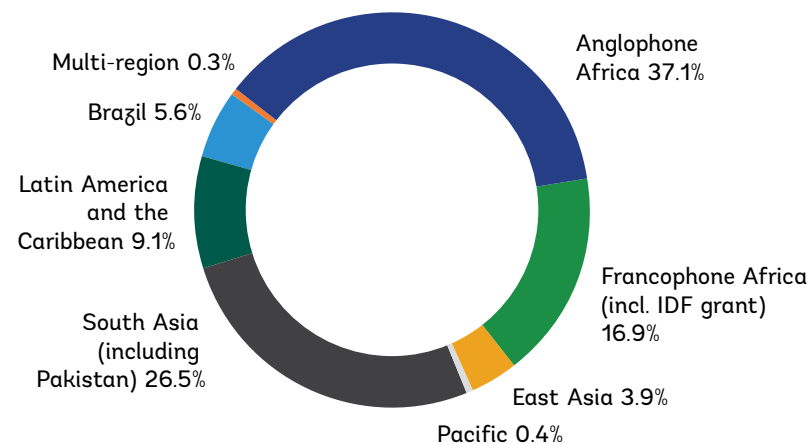
The table and the pie chart present higher-level summary (past) expenses and (future) commitments by region from the inception of the program in 2009/2010 until June 30, 2019. In addition to funds available to each Center in the form of grants paid through the Recipient-Executed Trust Funds of the CLEAR multidonor trust fund, it also includes expenses paid for each region—such as for firm or individual contracts, expenses related to selecting CLEAR Centers, and analytic studies conducted on behalf of regions—using the World Bank–Executed Trust Fund portion of the CLEAR multidonor trust fund. Note that on active grants, commitments are assumed to be disbursed at 100 percent, but often a lower final disbursement amount is met when a grant closes (that is, these numbers will change as grants close). In addition, the table includes the contribution for the Francophone Africa Center from the separate World Bank Group Institutional Development Fund.

Table A.3. Grant Information by Center

	Grant Number	World Bank Project ID	Status	Grant Closure Date	Original Grant Disbursed (percent)	Original Grant Amount ($)	Current Grant Amount ($)	Canceled, Grant Closure ($)	Open Commit, Active Grants ($)	Actual Total Disbursed ($)
Grants (without CLEAR FA IDF)						12,981,808	12,652,943	328,865	1,811,401	10,841,543
Grants (with CLEAR FA IDF)						13,977,598	13,365,808	611,790	1,811,401	11,554,408
East Asia										
Phase 1	TF012927	P132879	Closed	12/31/14	83	350,000	290,780	59,220	0	290,780
South Asia										
Phase 1	TF099750	P128962	Closed	10/01/12	96	640,000	612,924	27,076	0	612,924
Phase 2	TF013008	P133050	Closed	06/30/15	99	1,300,000	1,287,623	12,377	0	1,287,623
Phase 3	TF0A2895	P156902	Closed	12/30/20	100	950,000	950,000	Active	0	950,000
Phase 3, additional	TF0A7836	P156902	Active	12/30/20	0	600,000	600,000	Active	328,361	271,639
Pakistan Affiliate Phase 1			Closed	12/31/18	100	100,000	100,000	0	0	100,000
Pakistan Affiliate Phase 2			Active	12/30/20	38	100,000	100,000	Active	62,000	38,000
Latin American and the Caribbean, Spanish										
Phase 1	TF013175	P132915	Closed	06/30/16	81	695,000	563,246	131,754	0	563,246
Phase 2	TF0A6503	P165485	Active	12/30/20	56	726,000	726,000	Active	322,415	403,585
Brazil and Lusophone Africa										
Phase 1	TF0A1125	P150738	Closed	12/30/20	100	277,000	277,000	0	0	277,000
Phase 1, additional	TF072742	P150738	Active	12/30/20	58	500,000	500,000	Active	211,819	288,181
Anglophone Africa										
Phase 1	TF099883	P130238	Closed	05/31/13	94	940,513	886,015	54,498	0	886,015
Phase 2	TF016358	P149309	Active	12/30/20	100	2,997,325	2,997,325	Active	0	2,997,325
Phase 2, additional	TF0A6870	P149309	Active	12/30/20	100	1,200,000	1,200,000	Active	0	1,200,000
Francophone Africa										
Phase 1	TF012951	P132789	Closed	05/30/16	84	268,970	225,030	43,940	0	225,030
Phase 2	TF0A5250	P160703	Active	12/30/20	34	1,337,000	1,337,000	Active	886,806	450,195
World Bank Institutional Development Fund	TF012160		Closed	11/10/15	72	995,790	712,865	282,925	0	712,865

Appendix B. Governance and Management

The governance structure of CLEAR has comprised two main bodies since 2015: the CLEAR Council and the Funding Committee. The Global Hub Team housed at the World Bank's Independent Evaluation Group supports the operations of both.

CLEAR Council

The CLEAR Council includes representatives of all CLEAR groups and comprises all Funding Committee members, Center directors, and the task team leaders of the Global Hub. The Council sets the program's overall strategy and goals and assesses its performance. It also provides advice to and seeks decisions from the Funding Committee regarding key aspects of the program. The CLEAR Chief Executive Officer chairs the council, and decisions are reached by consensus. The Council's scope of work includes the following:

- **Strategy**—Provide strategic direction for Program Performance and Accountability: provide advice to the Funding Committee, the Centers, and the Global Hub based on portfolio and performance reviews
- **Governance**—Undertake activities that strengthen program governance and management.

Funding Committee

The Funding Committee comprises funders with an active contribution to the multidonor trust fund established at the World Bank to finance CLEAR, and a senior manager from the Independent Evaluation Group. The Committee's scope of activities includes the following:

- **Funding Strategy**—determining the program's financial size
- **Funding and Accountability**—ensuring adequate funding for operations and program accountability and oversight
- **Governance**—reviewing and concurring with Council-proposed changes to the Charter, subject to the terms of the Administration Agreements and World Bank policies and procedures

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www.theclearinitiative.org

@CLEARInitiative

Washington, D.C. 20433
United States

clear@worldbank.org

www.theclearinitiative.org

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