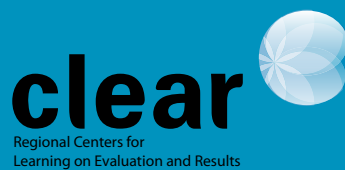




# Centers for Learning on Evaluation and Results

## LEARNING FROM THE PAST AND LOOKING TO THE FUTURE

Annual Report July 2013–June 2014



*Evaluate. Learn. Decide.*

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# Abbreviations

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ZIE	International Institute for Water and Environmental Engineering
ADB	Asian Development Bank
AFDC	Asia-Pacific Finance and Development Center
AfrEA	African Evaluation Association
CERP	Center for Economic Research in Pakistan
CESAG	Centre Africain d'Etudes Supérieures en Gestion in Senegal
CIDE	Centro de Investigacion y Docencia Economicas in Mexico
CLEAR	Centers for Learning on Evaluation and Results
CONEVAL	National Council for the Evaluation of Social Development Policy of Mexico
CoP	Community of Practice
CSO	Civil Society Organization
DPME	Department of Performance Monitoring and Evaluation
GIMPA	Ghana Institute of Management and Public Administration
IEG	Independent Evaluation Group
IFMR	Institute for Financial Management and Research in India
J-PAL	Jameel Poverty Action Lab in South Asia
KSG	Kenya School of Government
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
SHIPDET	Shanghai International Program in Development Evaluation Training
SNAI	Shanghai National Accounting Institute
WITS	University of Witwatersrand in Johannesburg

# Foreword

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Evaluate. Learn. Decide. This action-oriented motto, chosen by the CLEAR centers and donors just now, to accompany them throughout the coming four years, is an inspiring expression of the learnings and insights gained over the past years. Why?

Let me start with the basics. The 2013–2014 period had continued to be a highly productive year for CLEAR, with the five centers promoting and building monitoring and evaluation capacity. The centers reached more than 2,600 clients with 255 activities in more than 26 countries. Their work ranged from contributing to important national dialogues about building independent evaluation offices to supporting local monitoring and evaluation networks and communities of practice. In addition, CLEAR expanded its regional and linguistic reach by selecting a new center to be based at the Getúlio Vargas Foundation in Sao Paolo, Brazil, to begin operations in 2015.

This was also the period during which we reached “critical mass”—with six centers selected, of whom four had come to be well established, in countries with a vibrant discourse on evaluation-based evidence, also actively reaching across national boundaries. And so it was a good time for the CLEAR Board to take the decision, in late 2013, to commission an independent mid-term review of the program. The insights from this review are now enabling us to learn from almost four years of experience and to set the compass for CLEAR’s exciting new directions.

The evaluation indicated that CLEAR is a relevant initiative, one that fits well with and is important for addressing the international emphasis on strengthening country capacity for evidence-based decisionmaking. Importantly, the evaluation confirmed that CLEAR had achieved its mid-term targets. Looking ahead, the report noted that CLEAR has “come of age” and that the new realities of this evolving partnership warranted a number of changes. Taking the recommendations to heart, we decided that—in moving from its earlier “proof of concept” stage into “start up” and “early maturity” mode—CLEAR will position itself more and better as the learning and innovation initiative that it needs to be to achieve broader and lasting impact, beyond individual interventions at the country level. At the same time, the nature of the partnership has changed—becoming more collaborative, with the

centers’ leaders operating at equal footing with each other, the global team and the CLEAR Board. This newly emerging level playing field needs to be reflected in resetting the initiative’s governance structure. Finally, and importantly, the various changes following the evaluation are also triggering some adjustments in the theory of change, associated targets, and thus performance monitoring—on all of which we will report more in next year’s report for the first time.

On a more personal note, I am myself grateful having been able to join CLEAR as the new Chair of the Board at this time. The reflection and renewal ahead, working in partnership with the funding agencies and centers, are an honor and privilege to participate in and support. Visiting India, China, South Africa, Senegal, and Mexico, upon taking up my assignment, I learned firsthand about how the program’s unique and comprehensive approach to addressing all three dimensions of capacity—individual, organizational, and institutional—is being interpreted and addressed in innovative and situation-specific ways. A newcomer to the program, I am impressed not only by what the centers have achieved—but also with the broader potential of the program at large, building on and driven by the aspirations and hard work of the colleagues and partners engaged.

I thank the CLEAR centers’ leaders and staff for their initiative and ingenuity, working in creative ways and with persistence to build evaluation capacity. I also thank the CLEAR Board members for their strategic guidance and superb support, and the staff of our global team, for their dedication and hard work in managing the program.

It is with great pride then that we share this Annual Report. It should give our partners and their clients a lot to discuss and reference—as well as anyone interested in or working in the field of evaluation capacity. With the CLEAR program’s uniqueness, this will be a great resource throughout the “Year of Evaluation, 2015”!



Monika Weber-Fahr  
Chair, CLEAR Board  
Senior Manager









## Introduction

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Launched in 2010, CLEAR brings together selected and recognized academic institutions or think tanks with other organizations, such as foundations and multilateral and bilateral organizations, in a global knowledge and monitoring and evaluation (M&E) capacity development delivery partnership. The academic institutions and think tanks house the CLEAR Centers, while the Independent Evaluation Group (IEG) of the World Bank Group hosts the program's global hub. The program is envisaged to run through 2018.

CLEAR is expected to promote replication of high-quality locally or regionally delivered capacity development services involving government agencies as well as civil society, and inspire such efforts globally. The program's goal is to be achieved by simultaneously:

- Stimulating demand for M&E capacity, through outreach and awareness building and developing and

delivering innovative, responsive, contextually relevant, and cost-effective services

- Learning from, documenting, and sharing experiences and knowledge gained from the development and delivery process

Thus, CLEAR's major benefit is expected to be building the capacity to build M&E capacity.

This report summarizes the CLEAR Centers' activities and achievements from July 2013 through June 2014. It also reflects on past experiences, summarizes the findings and lessons from the mid-term evaluation commissioned by CLEAR's Board, and highlights the decisions for CLEAR's future.





## CLEAR's Foundations

### CLEAR's Vision and Mission

CLEAR's original vision, "Development anchored in evidence, learning, and mutual accountability," was crafted by its founding organizations. Reflecting upon experience and the findings of the mid-term evaluation, members of the CLEAR community reformulated the vision and mission to articulate more directly and succinctly the core of what CLEAR does.

The new vision as of October 1, 2014, is: *Evaluate. Learn. Decide.*

CLEAR's mission is to improve policy and program decisions through strengthening M&E systems and capacities. In carrying out this mission, CLEAR innovates, tests, and learns locally and regionally, and it shares and inspires globally.

### Regional Centers

As of 2013, CLEAR is comprised of five regional centers in Africa, Asia, and Latin America (Figure 1):

- **The CLEAR Anglophone Africa Center**—University of Witwatersrand in South Africa, with two partners: the Ghana Institute of Management and Public Administration and the Kenya School of Government
- **The CLEAR South Asia Center**—Jameel Poverty Action Lab South Asia at the Institute for Financial Management and Research in India with partner, Center for Economic Research in Pakistan

- **The CLEAR East Asia Center**—Asia-Pacific Finance and Development Center, based at the Shanghai National Audit Institute in China
- **The CLEAR Francophone Africa Center**—Centre Africain d'Etudes Supérieures en Gestion in Senegal, with partner Zie-International Institute for Water and Environmental Engineering in Burkina Faso
- **The CLEAR Latin America Center**—Centro de Investigación y Docencia Económicas in Mexico

In November 2013, CLEAR completed the competitive selection process for a new center to serve Brazil and Lusophone Africa, to be based at the Getúlio Vargas Foundation in Brazil. The center is expected to start operations in early 2015. The center will partner with institutions in Northeast Brazil and collaborate with the CLEAR Latin America Center in other regional activities across Latin America.

### Theory of Change and Key Performance Indicators

CLEAR's overall program strategy is based on a dynamic learning-by-doing model. It comprises integrating regional learning and on-the-ground implementation with a global approach for generating public goods and knowledge in M&E. The idea is for the regional centers to stimulate demand for M&E and respond with a strategically selected set of activities within their own regions to support the CLEAR outcomes.



**Figure 1. CLEAR Centers**



### Anglophone Africa

University of Witwatersrand Johannesburg (WITS), South Africa

- Kenya School of Government (KSG)\*
- Ghana Institute of Management and Public Administration (GIMPA)\*



### Francophone Africa

Centre Africain d'Etudes Supérieures en Gestion (CESAG), Senegal

- International Institute for Water and Environmental Engineering (2IE), Burkino Faso\*



### East Asia

Asia-Pacific Finance and Development Center (AFDC), China



### South Asia

Jameel Poverty Action Lab South Asia (J-PAL) at the Institute for Financial Management (IFMR), India

- Centre for Economic Research in Pakistan (CERP)\*



### Latin America

Centro de Investigación y Docencia Económicas A.C. (CIDE), Mexico



\*Affiliate center



The global program approach intends to help strengthen the centers by enabling their participation in the CLEAR network and learning from M&E experiences in their own regions and beyond. CLEAR's Theory of Change (Figure 2) and Key Performance Indicators (Appendix 1) were intended to reflect this strategy and are used for the purposes of this report.

Reflecting on experience and incorporating the mid-term evaluation findings and recommendations, however, the CLEAR community is crafting an updated Theory of Change and associated Key Performance Indicators, to be adopted by July 2015. Both will be better aligned with what CLEAR does and its future directions.

## Program Components

### Centers for Regional Learning

Regional learning is implemented by the institutions that the CLEAR program competitively selected and supports to house the CLEAR centers. The centers focus on the "evaluation gap" at regional and local levels and aim to provide applied, practical, innovative, and cost-effective M&E capacity building services in the regions in which they are based. They also work to generate knowledge in M&E capacity building. Working with key clients and influential stakeholders, the centers intend to contribute to:

- Improved enabling environments and demand for M&E
- Strengthened capacity to produce and use evidence
- Expanded professional expertise in regions
- Innovations in M&E

The program concurrently supports the selected centers' leadership, technical, managerial, and administrative capacities for long-term sustainability. The aim is for

the centers to become financially self-sustainable in the long-term, without CLEAR grant support.

### Global Approach

CLEAR anchors the overall program with its global approach, and is intended to: generate and share internationally benchmarked knowledge and capacity development in M&E; support peer learning among the regional centers; and build international brand recognition.

- **Global Knowledge and Capacity.** One of CLEAR's key activities is to develop, aggregate, and share global knowledge and expertise to strengthen the centers' technical and professional capacity. The CLEAR Global Forum facilitates peer learning and knowledge exchange on M&E knowledge and approaches among members and across regions. The program also provides support to M&E communities of practice (CoPs).
- **Network Support.** Through this component, CLEAR provides implementation guidance to the centers and undertakes work that benefits the CLEAR network.

Going forward, both components will be strengthened to include a greater focus on cross-regional collaboration and broader knowledge sharing. Appendix 2 provides an overview of the program-level work accomplished under regional learning and global approach components.

Through FY14, approximately 90% of the CLEAR Trust Fund budget was devoted to regional learning and 5% to the global approach. The remaining 5% was used for program governance and management, including regular monitoring and reporting. In addition, the World Bank Group used its administrative budget and staff time to support CLEAR. Appendix 3 provides details on contributions to the program, and expenditures and projections.

Figure 2. CLEAR Theory of Change

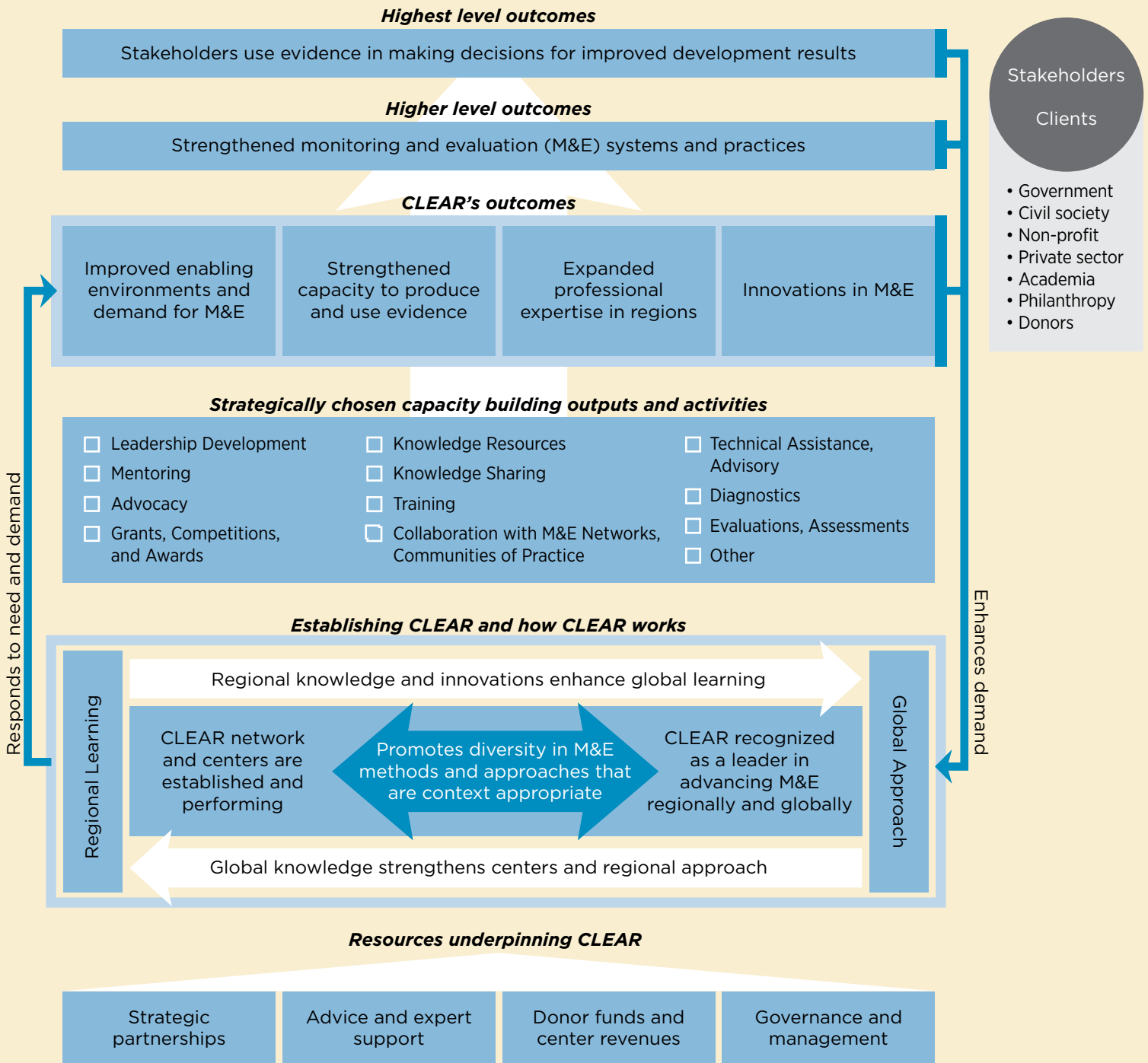


**Vision**  
Evaluate. Learn. Decide.

**Mission**  
We are a global team. We aim to improve policy decisions through strengthening monitoring and evaluation systems and capacities. We innovate, test, and learn locally and regionally. We share and inspire globally.

## CLEAR Theory of Change 2013

(Revisions forthcoming)







# CLEAR's Major Achievements July 2013–June 2014

## Progress by Centers on Regional Learning

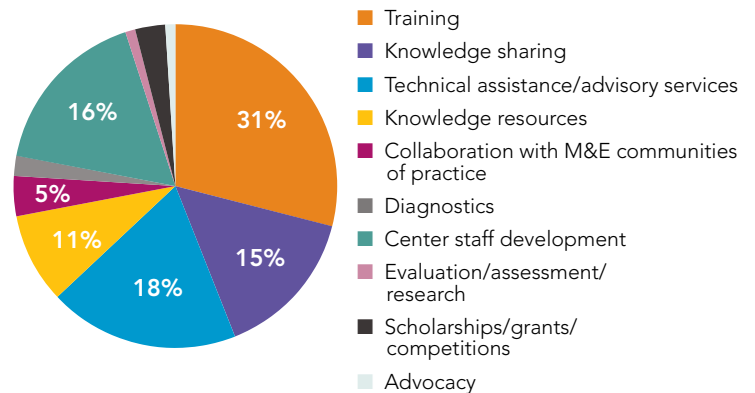
All centers delivered their annual work programs in their regions contributing to four outcome areas, represented in the following pages by the corresponding icon:

-  Improved enabling environments and demand for M&E
-  Strengthened capacity to produce and use evidence
-  Expanded professional expertise in regions
-  Innovations in M&E

The centers contribute to the same set of outcome areas, but to different degrees. Each center operates in its own environment and therefore develops its own specific strategies based on the opportunities the environment presents, its own technical capacities, and the amount of financial resources available. Table 1 provides an overview of the operating context and main strategy elements for each center.

Currently, CLEAR is active in the eight countries where the centers and their partners are located, but has also served across 26 countries and enrolled participants for its training and knowledge exchange programs from many more. From July 2013 to June 2014, the centers delivered 255 activities and reached more than 2,600 participants (Figures 3 and 4).

**Figure 3. Types of activities**



**Figure 4. Total participants**





**Table 1. Regional contexts and strategies, by center**

Operations	Host Institution	Regional Context	Highlights of FY14 Strategy
<b>ANGLOPHONE AFRICA CENTER</b>			
Operational May 2011  Grant amount USD \$3,883,000	University of Witwatersrand (WITS), South Africa  Affiliate Centers: <ul style="list-style-type: none"> <li>Ghana Institute of Management and Public Administration (GIMPA)</li> <li>Kenya School of Government (KSG)</li> </ul>	<p>During the past five years, important advancements have been made in M&amp;E systems in a number of countries in Africa. South Africa started consolidating its M&amp;E system and other countries in the region, such as Uganda, Ghana, and Kenya, have made progress in establishing theirs.</p> <p>The Department of Performance Monitoring and Evaluation (DPME) in the South African Presidency, the center's primary external partner, has been a key driver for M&amp;E both in the country and in the region. It has requested services related to M&amp;E diagnostics, strategies, and development of skills for government employees. It has also been active in sharing knowledge and experiences with other countries.</p> <p>Demand for advice on M&amp;E systems has grown, but evaluation capacity remains quite low across most African countries.</p>	<ul style="list-style-type: none"> <li>Expanded the supply of professional capacity building on M&amp;E in the region through a range of interventions, including M&amp;E graduate and short-course programs and individual training.</li> <li>Supported DPME through policy, tools, frameworks, and guidance and supported their engagement in Africa through country M&amp;E diagnostics.</li> <li>Supported several countries' professional development in M&amp;E through technical assistance to knowledge networks and national evaluation associations (such as South African Monitoring and Evaluation Association and African Evaluation Association).</li> <li>Developed methodologies and tools in new areas of evaluation—evaluation of impact investing, rapid impact evaluation, evaluative thinking, etc.</li> </ul>
<b>SOUTH ASIA CENTER</b>			
Operational April 2011  Grant amount USD \$1,913,000	Jameel Poverty Action Lab (J-PAL) at the Institute for Financial Management and Research (IFMR), India  Affiliate Center: <ul style="list-style-type: none"> <li>Centre for Economic Research (CERP), Pakistan</li> </ul>	<p>The government of India has shown varied amounts of interest in using evidence or information from M&amp;E to inform decision-making. M&amp;E activities at the state or provincial level are mostly undertaken in response to requirements specified by the central government or to meet the requirements of external donors.</p> <p>Demand is nascent in other countries but growing gradually.</p>	<ul style="list-style-type: none"> <li>Made progress in becoming a central node in the larger M&amp;E community that empowers the entire evaluation community in South Asia and creates a demand for evidence for use in decisionmaking.</li> <li>Honed the center's outreach and delivery strategy, focusing on three broad areas in which there is a high need and demand in South Asia: data collection, measurement, and indicator development; impact evaluation; and development of M&amp;E systems.</li> <li>Worked on strengthening state-level evaluation systems in India through a combination of workshops and technical advisory services.</li> <li>Continued to deliver training and workshops to government, civil society, and research organizations based on need and demand.</li> </ul>

Operations	Host Institution	Regional Context	Highlights of FY14 Strategy
<b>EAST ASIA CENTER</b>			
Operational July 2012  Grant amount USD \$350,000	Asia-Pacific Finance and Development Centre (AFDC), China, based at the Shanghai National Audit Institute (SNAI)	There is a huge effort in government financial bureaus and departments in understanding M&E and using evaluations for program improvement. Other East Asian countries have a similar interest in strengthening their officials’ knowledge about evaluation.	<ul style="list-style-type: none"> <li>Implemented a series of training programs and research, and developed a newsletter on evaluation.</li> <li>Reached out to government officials at the local level, through specially organized courses and workshops on M&amp;E.</li> <li>Contributed to high-level knowledge sharing/advocacy on evaluation practice to raise awareness on the importance of evaluation.</li> <li>Integrated M&amp;E within the learning curriculum for other fields, such as accounting, to embed in government practice.</li> </ul>
<b>FRANCOPHONE CENTER</b>			
Operational December 2012  Grant amount USD \$1,264,000	Centre Africain d’Etudes Superieures en Gestion (CESAG), Senegal  Affiliate Center: <ul style="list-style-type: none"> <li>International Institute for Water and Environmental Engineering (2IE)</li> </ul>	While there is growing demand for M&E in Francophone Africa due to an increased focus on results toward millennium development goals or poverty reduction strategy objectives, institutional arrangements in favor of evidence-based decisionmaking are still lacking. Moreover, political instability in the region could lead to the disruption of commitments made by policymakers. There is also a simultaneous constraint in the supply and quality of evaluation expertise.	<ul style="list-style-type: none"> <li>Identified and engaged with champions in several governments in the region who are prioritizing the M&amp;E agenda as national policy.</li> <li>Started to provide a package of services—M&amp;E demand and supply assessments, customized trainings, and tailored policy advice—to strategically selected governments to strengthen their institutional arrangements.</li> <li>Started to update the center’s strategy plan, with a focus on diversifying products and services, especially advocacy and advisory/ knowledge services for a greater influence at the policy level.</li> <li>Improved the training component by partnering with institutions that could bring additional technical expertise.</li> </ul>
<b>SPANISH-SPEAKING LATIN AMERICA CENTER</b>			
Operational June 2012  Grant amount USD \$695,000	Centro de Investigación y Docencia Económicas (CIDE), Mexico	Although most Latin American countries have incorporated M&E practices in their legal frameworks, there are persistent differences in their degree of sophistication, the quality of their evaluative activities, and their methods and systems. The center plays a critical role in regional client capacity building by matching this demand heterogeneity with a supply- driven portfolio of services.	<ul style="list-style-type: none"> <li>Identified specific policy areas, countries, and partners to focus efforts and resources.</li> <li>Engaged with key actors in the region’s low-income countries to identify potential entry points and collaboration opportunities.</li> <li>Continued to deliver regional client capacity building on a variety of topics, such as performance-based management, local government M&amp;E systems, participatory M&amp;E, M&amp;E in public security, and migration and governance.</li> <li>Used technical assistance activities to continue collaboration after projects end.</li> </ul>

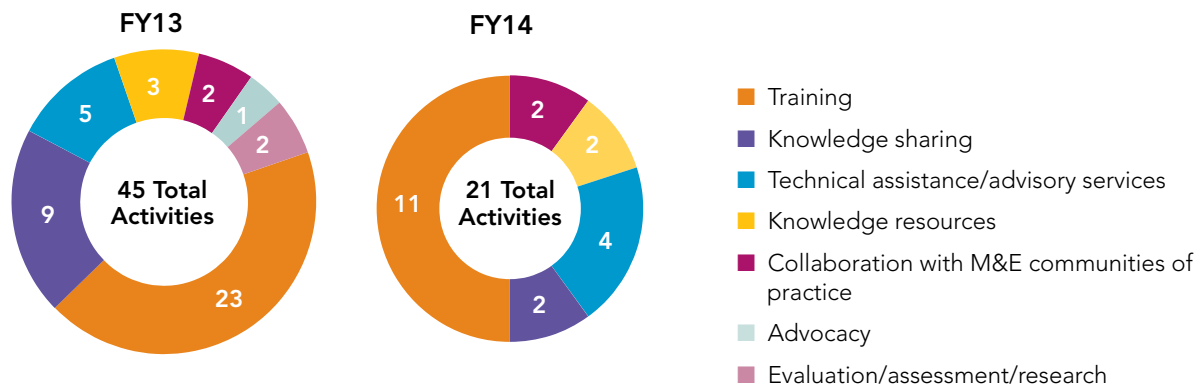


# Anglophone Africa Center

Selected in October 2010 and operational since May 2011, the center is hosted at the University of Witwatersrand, and partners with the Kenya School of Government (KSG) and the Ghana Institute of Management and Public Administration (GIMPA). A summary of the center's activities, highlights of the center's achievements and how they contributed to outcome areas, and challenges faced during FY14 follow below.

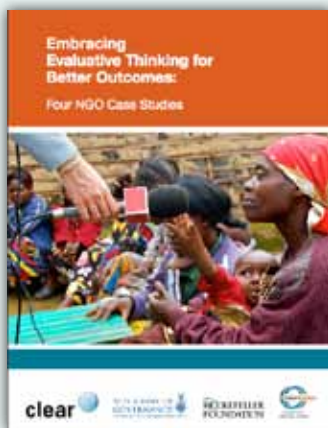
## Type and Number of Activities

CLEAR Anglophone Africa implemented 21 activities, with 387 total participants. The center continued its operations although the number of activities declined in FY14. This decline is due to bundling a mix of activities for a specific purpose and also because of delays in finalizing a work program and obtaining grant funding. This was due to changes in center and university leadership, as discussed in the Challenges section that follows. The overall quality of the center's courses scored well at 4.28 on a five-point scale.



## Highlights of Achievements

### Showcasing New Thinking in Evaluation with Four NGO Case Studies



CLEAR Anglophone Africa collaborated with CSOs/NGOs through a range of knowledge sharing and training events. This collaboration was complemented by a joint publication, "Embracing Evaluative Thinking for Better Outcomes: Four NGO Case Studies." The publication was shared at a Sub-Saharan Africa practitioner workshop held in Accra, Ghana in December 2013 and co-sponsored by the African Evaluation Association, CLEAR Anglophone Africa, and InterAction. It was also discussed at the African Evaluation Association in Cameroon in March 2014.

The case studies show how different evaluative thinking processes are emerging across NGOs in Africa and what this may mean for different contexts and evaluation situations. Publishing these case studies contributed to the practice and learning of evaluation globally.

**CONTRIBUTIONS TO OUTCOME AREAS:**



Improved enabling environments and demand for M&E



Innovations in M&E

## Strengthening M&E Leadership with the South African Presidency



CLEAR Anglophone Africa strengthened its ongoing relationship with the Department of Performance Monitoring and Evaluation (DPME) by providing in-service workshops to assist with the design of evaluations in the national evaluation plan. It supported the DPME in key M&E capacity development initiatives in consolidating a suite of courses for DPME evaluation managers that are now widely circulated within the public service. The center also helped develop these courses into a Certificate in Evaluation for public sector managers offered at the WITS School of Governance.

In addition, the center worked with DPME in developing evaluation standards and competencies; assisting in the development of evaluation guidance documents; participating in evaluation steering and technical committees, working groups and national evaluation panels; and supporting a liaison with national and government M&E forums, the Parliament, and higher education institutions.

### CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

## Developing a Critical Mass of M&E Professionals Across Southern Africa

CLEAR Anglophone Africa continued its collaboration with other areas of the WITS School of Governance in designing and delivering a Masters Diploma in M&E as well as specialized M&E sections in the School's Masters of Management course. The center contributes to an ever-growing pool of M&E graduate students who come to WITS from across Southern Africa. In addition to the school's formal programs, the center conducted two impact evaluation courses with clients from across the continent, in collaboration with 3ie (International Initiative for Impact Evaluation).

### CONTRIBUTIONS TO OUTCOME AREA:



Expanded professional expertise in regions

### Challenges

**Staff changes:** The center's director moved to a new job in February 2014, necessitating the appointment of an interim director. The interim director and program management officer developed an action plan to ensure operational continuity. The action plan included steps to stabilize the financial and operational systems, speed up approval of the new grant and retrospective financing, and recruit a new director and additional staff.

**Hiatus in grant funding:** The center's first tranche of funding ended in May 2013. Due to the transition in leadership, both at the center and at the university chancellor's office, the center experienced difficulties completing the new

project document and fully complying with administrative requirements to process a second grant. The center therefore had limited funds from May 2013 to when the second tranche was provided in May 2014. During this period, the World Bank provided USD \$100,000 in retroactive financing and an additional USD \$100,000 in contracts that assisted in ensuring completion of existing commitments to clients. However, there was still a funding gap that hampered the recruitment of replacement staff, essential investments in operations, and the commissioning of new program activities. However, the new grant was signed in May 2014, bringing the center back into full operation.

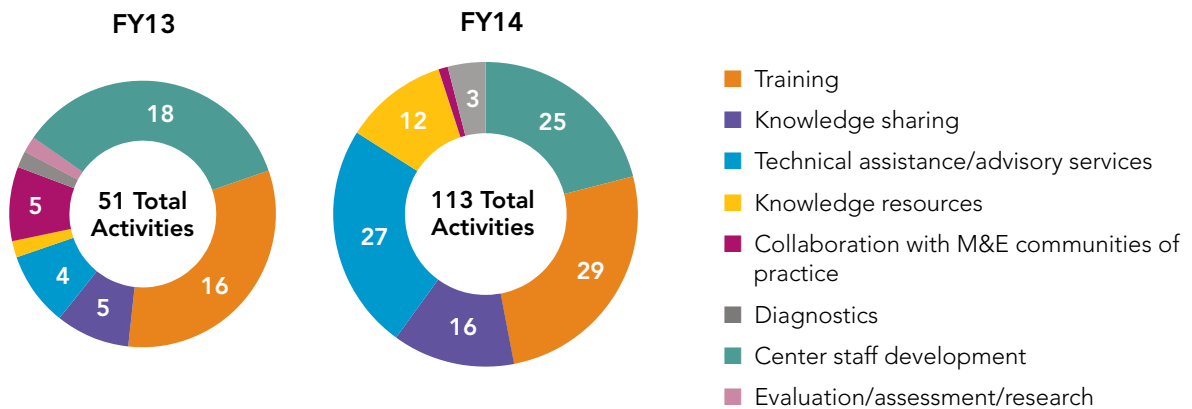


## South Asia Center

The center at the Jameel Poverty Action Lab South Asia at the Institute for Financial Management and Research (IFMR) in India was selected in December 2010, together with its partner, the Center for Economic Research in Pakistan (CERP) and became operational in April 2011. A summary of the center’s activities, highlights of the center’s achievements and how they contributed to outcome areas, and challenges faced during FY14 follow below.

### Type and Number of Activities

CLEAR South Asia delivered 113 activities, with 1,074 total participants (63% were non-Indian and 40% were female). The center delivered all of its planned activities; it exceeded its target by 19 events and witnessed a dramatic increase in demand for capacity building services. The general quality of the center’s events scored well at 4.01 on a five-point scale.



### Highlights of Achievements

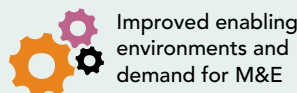
#### Advising USAID/India on How to Measure the Impact of Interventions

CLEAR South Asia provided advisory services to USAID/India to help them assess the potential evaluability of their 2013–2017 Country Development Corporate Strategy portfolio. The four-month engagement aimed to build institutional capacity for commissioning impact evaluations and led to the production of a variety of processes and M&E tools.

For example, CLEAR South Asia worked with USAID/India’s senior management and technical teams to develop a toolkit on impact evaluation. This toolkit lays down a process for USAID/India staff to assess which activities within their portfolio would be both strategic and feasible to evaluate formally.

CLEAR South Asia also provided advisory services to the Centre for Research and Experiments for Action and Policy, Government of Haryana, to carry out more systematic research and M&E of ongoing government programs.

CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence

## Helping to Establish the First Statewide M&E System in Tamil Nadu



CLEAR South Asia is helping the government of Tamil Nadu to implement the first-ever comprehensive, statewide, results-based M&E system. The center provides technical advice and training to help the government build their capacity to collect, analyze, and understand data.

As part of the process, the center is conducting a needs assessment and diagnostic exercise to provide a better understanding of the current situation, build capacity in the government, and devise an action plan to build the entire M&E system.

The center's previous work in helping CSOs and government agencies develop monitoring and data systems, as well as mentoring provided by IEG of the World Bank on country M&E systems and diagnostics, led to this ongoing engagement.

Outcomes from this engagement will help inform M&E systems building in other state-level governments in South Asia.

### CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Innovations in M&E

## Building a Pipeline of Indian Civil Servants with M&E Expertise

The center maintained its strong partnership with the Indian civil services, through both the Indian Economic Service and Indian Administrative Service. For the second year, CLEAR South Asia provided a two-week training course for the Indian Economic Service, equipping incoming officers with the skills to conduct and manage evaluations, as well as use evaluations for decisionmaking.

The center also conducted a one-week course for Indian Economic Service mid-level officers and a 12-week course for Indian Administrative Service entry-level officers; the two engagements will continue in the upcoming financial year. Through these annual courses, CLEAR South Asia is working to institutionalize M&E training in the civil services, which can help to build the M&E skills of civil servants, as well as an enabling environment for M&E within the government.

### CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Improved enabling environments and demand for M&E



## Initiating Four Roundtable Discussions on Measuring Gender Outcomes

CLEAR South Asia has pioneered an M&E roundtable series to serve as a common forum for M&E professionals, policymakers, CSOs, and donors. In collaboration with the Community of Evaluators and UN Women, the center kicked off this year's series of four roundtable discussions on the topic of "Gender, Evaluation and Empowerment."

Women's empowerment can lead to economic growth, better health outcomes, reduction of poverty, and increased educational attainment. However, few mainstream tools or indicators accurately measure women's empowerment outcomes. The roundtables provided a forum for key gender and M&E experts in South Asia to share experiences in defining and measuring gender outcomes and to provide insights into new and innovative gender measures, which can be applied within South Asia and globally.

The roundtables reached more than 600 individuals, of which 143 were in-person and the rest by webcast.



### CONTRIBUTIONS TO OUTCOME AREAS:



Expanded professional expertise in regions



Innovations in M&E

## Challenges

**Increasing demand for capacity building services:** The center has access to a limited pool of M&E experts in South Asia to deal with the increased demand. It is conducting an extensive recruitment process to expand its staff as well as working to expand and formalize its affiliate network of partners with advice from its Regional Advisory Committee.

**Political/country risk:** There is volatility in Pakistan and to a lesser extent in Bangladesh, and elections in India led to the turnover of key government officials as well as the restructuring of government offices. To mitigate the risks, the center is maintaining close relationships with

government at both the national and state levels, as well as developing multi-pronged strategies of engagement.

**Financial sustainability risks:** Due to the mixed willingness-to-pay for capacity building services, the center experienced risks to financial sustainability. In response, the center is working to refine its revenue generation model. It is developing longer-term partnerships with key stakeholders who have a high demand for evaluation capacity building. To diversify its funding portfolio it is also experimenting with different models of fee-for-service, in-kind support, and cost recovery.



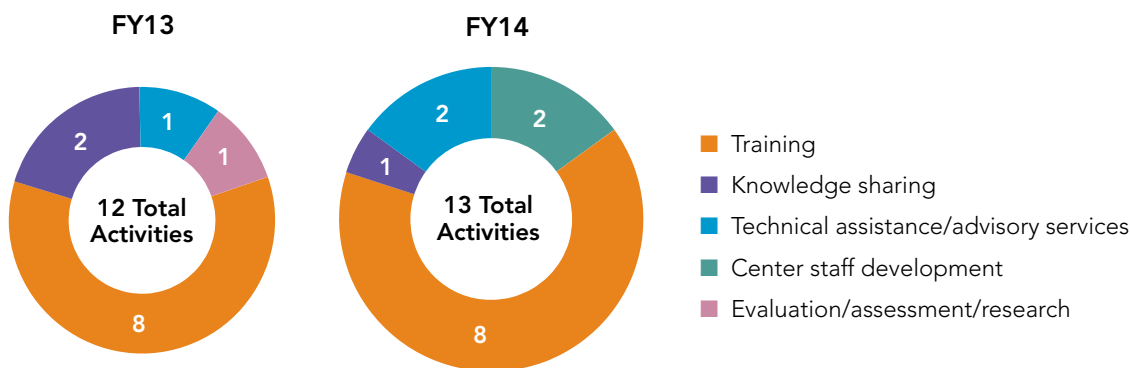


## East Asia Center

The center at Asia-Pacific Finance and Development Center (AFDC) at Shanghai National Accounting Institute (SNAI) in China was included in the CLEAR program because of its ongoing engagement since 2007 with the IEG of the World Bank and the Asian Development Bank (ADB) on evaluation capacity building in East Asia. The center became operational in July 2012. A summary of the center’s activities, highlights of the center’s achievements and how they contributed to outcome areas, and challenges faced during FY14 follow below.

### Type and Number of Activities

CLEAR East Asia implemented 13 activities, with 477 total participants (39% were non-Chinese and 31% were female).



### Highlights of Achievements

#### Informing Provincial Finance Bureaus on Ways to Evaluate Performance

CLEAR East Asia collaborated with the Shanghai Finance Bureau to publish a newsletter about good practices in, and reform of, performance evaluation of fiscal budgets. They distributed the newsletter to all the provincial finance bureaus across China as well as some newly launched departments in charge of performance evaluation. This newsletter continues the collaboration with Henan province last year.

The center will continue to collaborate with different finance bureaus to introduce their specific approaches to performance evaluation. The newsletter is also a good way to keep in contact with alumni from evaluation trainings.

CONTRIBUTIONS TO OUTCOME AREAS:



#### Sponsoring the First Workshop in M&E for Cambodian Officials

CLEAR East Asia co-sponsored the workshop, “Performance Based Evaluation, Budgeting and Fiscal Management,” co-organized by the Asia-Pacific Finance and Development Center, Ministry of Finance, China, and Economy and Finance Institute in Cambodia. This is the third training for Cambodian officials to share their experiences in fiscal reform and development with the Chinese government, and the first one that addressed the field of M&E. The course was delivered in Chinese and interpreted into Khmer. The workshop attracted a total of 28 participants.

CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

## Enabling the Exchange of Best Practices Between the International M&E Community and Chinese Local Provinces



CLEAR East Asia continues to train cadres of public officials in M&E using a teaching modality that gives equal importance to experts' teaching, peer learning, and experience sharing between different countries. The CLEAR-Shanghai International Program in Development Evaluation Training (SHIPDET) special topic courses on results-based planning, budgeting, and M&E combined top-level international expertise, exchange with international practitioners, and sharing of good local practices. The training had a total of 172 participants.

Local Chinese government officials appreciate this exposure at the grassroots level, and international participants gain knowledge of

practices used by Chinese local finance bureaus. The training enabled unique interactions between international participants, participants from central Asia, and line ministries of China, as well as local departments/bureaus of Chinese provinces.

The center is seizing these opportunities to nurture its own expertise to teach increasing parts of the international courses in the future, while at the same time enhancing its capacity to continuously improve its offerings at the provincial levels in China.

### CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

## Customizing e-Learning Courses for Chinese Government Officials

CLEAR East Asia used distance learning and e-learning methods to expand the impact of development evaluation in China. By localizing the international M&E courses, the center staff developed a course for the Chinese performance-based budgeting system and then put the course onto SNAI's e-learning platform. The Ministry of Finance of China selected the course as one of the compulsory courses for training government officials in finance bureaus as well as all of the government's evaluation entities.

### CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

### Challenges

**Increasing demand for M&E services:** In late CY14, the Chinese government will upgrade AFDC, the host institute of CLEAR East Asia, to be the Asia-Pacific Finance and Development Institute. CLEAR East Asia is planning to integrate M&E courses into its masters program curriculum for government officials from the region.

**Internal capacity:** The center wants to conduct about 50 percent of the activities with its own professional staff rather than rely on international experts, so it is working on strengthening its internal technical capacity. The center will also continue to support the capacity building of Chinese certified accountants, which started in 2012 in collaboration

with SNAI, since accountants can be an important force in demanding and conducting evaluations in China.

**Capacity building for low-income countries:** The center, jointly with ADB, will offer special topic courses to government officials from low-income countries in the region, such as Cambodia, Lao PDR, Myanmar, and Vietnam. Reaching these participants is a challenge. The center will continue to hold activities in different places in China, especially local provinces. The center is also extending its full program to participants from the Pacific Islands through scholarships, and participants from Greater Mekong Subregion and Central Asia Regional Economic Cooperation countries through financial support by ADB.

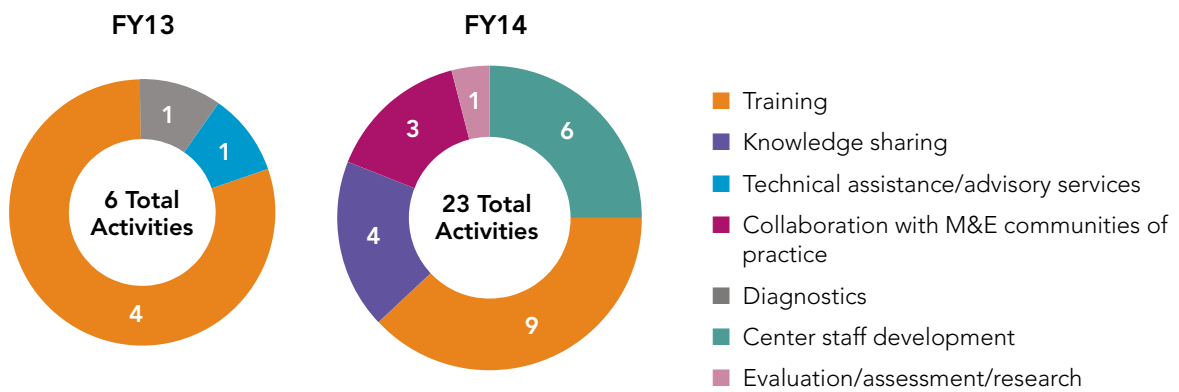


# Francophone Africa Center

The Centre African d'Etudes Superieures en Gestion (CESAG) was selected as a CLEAR Francophone Center in October 2011. The center has been operational since December 2012. A summary of the center's activities, highlights of the center's achievements and how they contributed to outcome areas, and challenges faced during FY14 follow below.

## Type and Number of Activities

CLEAR Francophone Africa implemented 23 activities, with 166 total participants (63% were non-Senegalese and 25% were female). The general quality of the center's events scored well at 4.38 on a five-point scale.



## Highlights of Achievements

### Supporting the Creation of a National Evaluation Policy in Togo with an M&E Training and Assessment

The center is increasingly working more strategically with governments of several countries in the region who are prioritizing M&E agenda as national policy. To engage in a meaningful way with a client country's M&E, the center has taken a "package" approach instead of implementing ad-hoc activities.

To support a nascent initiative in creating evaluation policy in Togo, the center held a weeklong basic M&E training in Togo. In addition to the training, the center launched an assessment of M&E supply and demand in Togo with the ministry of forecasting and evaluation of public policies of Togo. It established a technical steering committee comprised of staff from the ministry in charge of evaluation and other development actors involved in the process to ensure better monitoring and ownership of results. After the completion of the assessment, the center is planning to assist Togo in designing a medium-term work program to structure their technical assistance.

#### CONTRIBUTIONS TO OUTCOME AREAS:



Improved enabling environments and demand for M&E



Expanded professional expertise in regions

## Sparking Demand for National and Local M&E Systems in Senegal



CLEAR Francophone Africa is developing champions and sparking demand for M&E systems in Senegal. The center has worked closely with the unit in charge of developing the national M&E System in Senegal, the Office of Organizations and Methods (BOM) in the Presidency, to increase their interest and work in evidence-based policymaking.

The participation of BOM's head in the CLEAR Global Forum in Mexico City gave them a glimpse of what M&E systems can do for national policymaking in other regions and showed the possibilities and benefits of a partnership with CLEAR for mobilizing demand locally. As a follow-up, and based on the findings of the assessment of the M&E supply and demand the center conducted in Senegal, BOM requested, and the center provided, a four-day customized training on public policy evaluations for their staff.

CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Improved enabling environments and demand for M&E

## Implementing an Innovative Selection Process for M&E Trainings

This past year, CLEAR Francophone Africa established an innovative participant selection process for its M&E trainings. The center developed an application assessment approach that systematically rates participant applicants based on their prior knowledge, the likelihood that their organization will give them space to deploy their new skills, and the relevance of M&E to their organization. This creates a systematic approach to selecting participants.

The team involves others across the host organization in CESAG in the selection, as a means to broaden the engagement with their work.

CONTRIBUTIONS TO OUTCOME AREA:



Innovations in M&E

### Challenges

**Technical and resource constraints:** Constraints have arisen due to increasing demand for targeted support by partners and clients. Under a new coordinator since, the center is trying to strengthen its technical expertise by hiring full-time and short-term consultants on specific topics, sending CESAG staff to trainings on topics related to the center's work, and establishing strategic partnerships with knowledgeable experts.

**Cumbersome internal procedures:** CESAG's administrative and financial management system often results in delays to the implementation of the center's activities.

However, CESAG is transforming itself into a business school, which indicates it may be moving toward a culture focused on results. It is hoped that this transformation will reform internal processes to the benefit of CLEAR.

**Competing priorities:** The center has often had parallel requests that have led to additional unplanned work. The center recognizes that a balance is needed and will redouble its attention to assess which actions are most relevant to take.

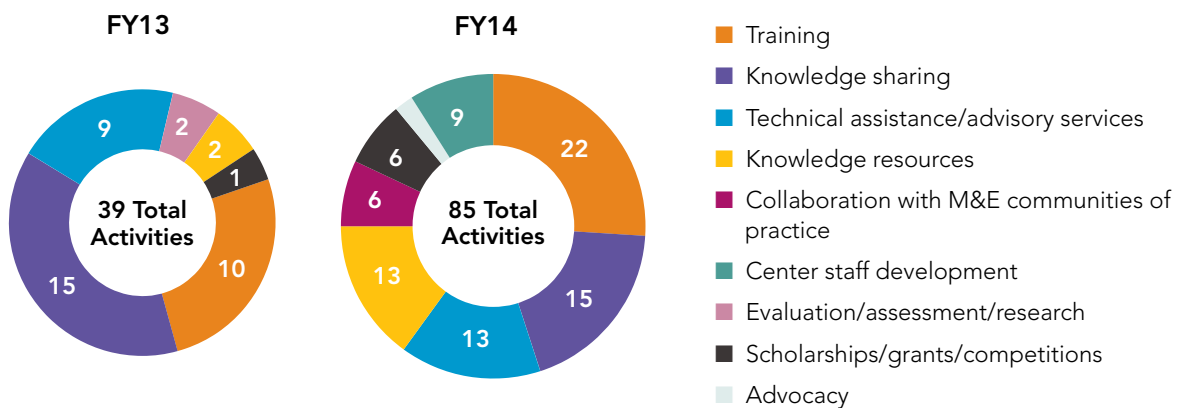


# Latin America Center

The CLEAR Latin America center at the Centro de Investigacion y Docencia Economicas (CIDE) in Mexico was selected in December 2011 and officially launched by Mexico’s President Felipe Calderon in June 2012. A summary of the center’s activities, highlights of the center’s achievements and how they contributed to outcome areas, and challenges faced during FY14 follow below.

## Type and Number of Activities

CLEAR Latin America implemented 85 activities, with 586 total participants (50% were non-Mexican and 44% were female). The general quality of the center’s events scored well at 4.33 on a five-point scale.



## Highlights of Achievements

### Promoting Peer Support in M&E Across Eight Countries in an International South-South Knowledge Exchange



CLEAR Latin America organized an international South-South exchange aimed at finding ways to allow countries to support each other in building their M&E systems. The exchange provided a neutral and open format for participants to share experiences and knowledge on the use of evidence to improve public policies and programs.

The exchange brought together members of the executive, the Parliament and technical experts from eight developing countries interested in strengthening their M&E systems: Benin, Colombia, Ghana, India, Mexico, Peru, South Africa, and Uganda. This format allowed countries to learn from each other and set up continuous collaboration to identify common problems and support each other’s work.

CLEAR Latin America has taken advantage of regional networks not only to meet with key actors but also to disseminate the center’s activities and offer trainings.

CONTRIBUTIONS TO OUTCOME AREAS:



Improved enabling environments and demand for M&E



Expanded professional expertise in regions

## Strengthening the M&E Management of National and State Governments

CLEAR Latin America provided technical assistance to strengthen the institutional and procedural infrastructures in M&E and project management for the governments of Argentina and El Salvador; several agencies of the Mexican public administration; and the state governments of Guanajuato, Distrito Federal, and Jalisco. Jalisco's state government was supported through the center's participation in their Technical Council for Evaluation of Public Policy. The latter allowed the center to be involved in the promotion of two electronic platforms that have been recognized nationally for their innovative approach. The platforms monitor Jalisco's government programs and development indicators.

CONTRIBUTIONS TO OUTCOME AREA:



Strengthened capacity to produce and use evidence

## Bolstering Staff Capacity and Processes to Better Build Partnerships

Because training has proven to be an effective entry point in consolidating partnerships with governments in the region, CLEAR Latin America spent significant time building its internal capacity. The staff received training on a variety of topics, including evaluation basics, logic framework methodology, cost-benefit analysis, database management, and geographic information systems applied to social sciences. Introductory courses have been established to bring new staff members up to speed on the most relevant internal processes. As part of the ongoing training program, two staff members participated in the International Program for Development Evaluation Training 2014 core course.

CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

## Contributing to the Body of Knowledge on M&E

CLEAR Latin America has added to the body of knowledge on M&E in the region by developing and sharing M&E publications with key experts. Examples include:

- Monitoring, Evaluation and Results Based Management. Learning and South-South Cooperation for Innovation: The Role of Subnational Actors
- Strengthening Management by Results
- Analysis of the Operation of CCTs at Times of Natural Disasters (Mexico-Colombia)



CONTRIBUTIONS TO OUTCOME AREAS:



Strengthened capacity to produce and use evidence



Expanded professional expertise in regions

### Challenges

**Regional diversity:** Given the wide differences in the development and consolidation of M&E systems in the region, it is a challenge to design interventions and knowledge products that can meet diverse client needs. The center is continuing efforts to identify strategic demand areas and partner with local institutions to refine its activities and meet diverse needs.

**Sustainability for activities:** Long-term sustainability of M&E and performance management systems varies in the region, especially in low-income countries where the center is seeking to strengthen its presence. The center's strategy is to design clustered activities instead of isolated efforts, and to include most of the Central American countries in training projects to achieve an accumulated effect. In this way, the center is seeking to foster exchange experiences and cohesion in the region to raise the likelihood of meeting CLEAR objectives.



## Cross-Regional Learning

The CLEAR program provides a unique opportunity for the regional centers to collaborate and exchange knowledge and experiences, promote regional networks, and organize events that allow participants from different countries to meet and share lessons in M&E. Two key events took place in FY14.

### Mexico-Africa South-South Collaboration and Learning

In November 2013, CLEAR Latin America and CLEAR Anglophone Africa co-organized the “South-South Roundtable on Using Evidence for Better Policy Making and Practice,” along with the National Council for the Evaluation of Social Development Policy of Mexico (CONEVAL), the Department of Performance Monitoring and Evaluation of the Presidency of South Africa (DPME), and the Policy Coordination and Delivery Unit of the Presidency of the Republic of Ghana.

This initiative brought together a range of government and parliamentary leaders from Benin, Colombia, Ghana, India, Mexico, Peru, South Africa, and Uganda to exchange knowledge and further develop practice in the area of policy development based on evidence generation and use. The roundtable did not follow a conventional conference format—it aimed at fostering highly interactive conversations to maximize exchange and learning among peers.

An important output of the roundtable was a set of country action plans for taking the M&E practices forward in each participating country. The plans took into consideration learning and insights from the interactions.

### Mexico-India Learning

India’s first independent evaluation office was formally launched in 2013. The office was modeled on the lines of Mexico’s CONEVAL. CLEAR South Asia helped to organize the launch and invited M&E experts from Mexico to share lessons with India’s experts and government agencies. Although this office no longer exists under the new Indian government, lessons regarding the independence of evaluation, and the central governments’ role in monitoring performance, may potentially be useful as structures/processes are defined under the new government.

## Global Approach

CLEAR anchors the overall program with its global approach, by generating and facilitating internationally benchmarked knowledge and capacity development in M&E, supporting peer learning among the regional centers, and building international brand recognition.

### Global Forum in Mexico

One important way CLEAR has promoted global knowledge exchange in M&E capacity development is through the global fora, where CLEAR members—Centers, the Board, and Secretariat—convene to discuss the program, refine strategy, and learn from each other. These fora have been organized in Paris (June 2011), Accra (January 2012), and Tunis (February 2013).

For FY14, the forum took place in Mexico City in November 2013 and was hosted by CIDE. This forum was the first global meeting directly hosted and organized by a center. It provided an opportunity for participants to learn from Latin American good practices and experiences in M&E, as well as the ongoing debates regarding the consolidation of M&E and performance management systems. It also offered occasions for interaction between academia, top civil society and business leaders, as well as the M&E community of practice, that will facilitate future collaborations among centers.

### New Center in Brazil

CLEAR is expanding its regional and linguistic reach by adding a center in Brazil, which will also work with Lusophone Africa. The competitive selection process was completed in November 2013, and the center, based at the Getúlio Vargas Foundation in Brazil, is expected to start operations in early 2015. The CLEAR Brazil Center will partner with institutions in Northeast Brazil and collaborate with the CLEAR Latin America Center in other regional activities across Latin America. In addition, the center plans to provide services to Portuguese-speaking countries in Africa.

### Expansion to Pacific Region

CLEAR made a commitment to serve the needs of Pacific Islanders with funding from AusAID. CLEAR worked with the Islands Center for Public Administration at the University of the South Pacific to provide two trainings in basic M&E to participants from across the region.



## Updated Overall Strategy

CLEAR developed its original strategy and charter in 2010; the program updated the strategy in FY14 to reflect experiences and lessons from the first three years of on-the-ground implementation. The strategy incorporated the ideas of the institutions participating in the program, taking into account the rapidly changing context for M&E supply and demand—more active communities of practice in M&E, international academic institutions and programs engaged in research and capacity building, and greater national and international emphasis not just on monitoring but also on evaluation, using a variety of approaches.

With the launch of phase II of the program, the strategy will again be renewed on the basis of the new vision, mission, charter, a theory of change, and an explicit approach to innovation management.

## CLEAR Network Support

**Coordinating the program website:** CLEAR maintained and regularly updated its website throughout FY14, offering visitors convenient and direct access to important documents, meeting information, and individual center websites. For FY14, 63% of website visitors came to the site for the first time, and 37% of overall website visits were from repeat users. The number of pages viewed totaled more than 25,700. The top five countries of origin for website visitors were the United States, India, United Kingdom, South Africa, and Brazil.

**Setting guidance and standards for capacity building:** CLEAR developed a Quality Assurance Conceptual Framework to assist the CLEAR Centers in ensuring that the capacity building services they provide meet high-quality standards. The framework is based on a review of the literature on quality assurance and capacity development and the experience of the CLEAR Centers' own host organizations' procedures.

# The Way Forward

Building on a rich set of achievements, experiences, and mid-term evaluation findings and recommendations (October 2014) CLEAR is now ready to enter into its mature second phase. In-depth stocktaking and discussions at the Board retreat in Washington, DC, in July 2014, and the Leadership retreat (Centers, Board, and Secretariat) in Dublin, in September 2014, led to consensus on the way forward.

CLEAR intends to keep the things that are valuable but will work purposefully and strategically to share innovations in how to build evaluation capacity, develop global knowledge, and expand its network of partnerships to draw on local, regional, and global ideas.

CLEAR has learned that:

- **CLEAR is relevant and has achieved its targets.** CLEAR has been and remains relevant in light of the global and countries' own discourse on results management and aid effectiveness. Because of the positive assessment of program delivery so far, there is confidence CLEAR can achieve long-term results.
- **CLEAR needs to better generate and manage knowledge.** CLEAR has not yet systematically captured what works or does not work in evaluation capacity development. There is a need for knowledge generation and sharing to be a much more deliberate way to advance learning and innovations in M&E globally.
- **CLEAR needs to adjust its management and governance structures to fit a more mature phase.** Now entering a more mature phase of the program, CLEAR must have stronger leadership to guide strategic and operational matters and the knowledge agenda. A new governance structure would give the program a fuller set of experiences and diverse views.

CLEAR is taking decisive steps to maximize its potential and drive change as the program moves forward. Some of the key areas of focus include:

**Generating and managing knowledge.** CLEAR will be transforming from a "delivery initiative" to a "learning and delivery initiative" that focuses not only on delivering evaluation capacity but also generating and sharing

key knowledge. The program will stress the "how to" of evaluation capacity building by systematically harvesting and sharing insights and experiences regarding evaluation capacity development.

## Revising the theory of change and results frameworks.

CLEAR is revising the program's theory of change, including an updated results framework and core indicators to reflect success and/or failures of the CLEAR program as a whole and of the CLEAR Centers individually. The program is now in the position to create underlying learning questions and to test hypotheses regarding building evaluation capacity.

## Revising CLEAR's governance and management.

Profound governance and management changes are already underway, including having the Board's Chair take on a stronger leadership role and strategic and operational oversight, replacing the current Board with a Governance Council that will include all centers and major donors. This will enable CLEAR to have greater legitimacy in the eyes of its stakeholders, ensure effective leadership on operational matters, and drive longer-term strategic decisions on the future of CLEAR more effectively. The program is looking at ways to grow a stronger network partnership and how diversity in regional representation, experience, and expertise can strengthen the global agenda.

It is an exciting time for CLEAR as the program moves forward into its second phase.



For more information about the mid-term evaluation and Board response to recommendations, visit the website at [www.theclearinitiative.org](http://www.theclearinitiative.org) to access the documents.

**APPENDIX 1: CLEAR's Outcomes and Outputs** [Based on FY14 CLEAR theory of change, currently under revision]

Results (Outcomes)	Key Performance Indicators
<p><b>Highest-Level Outcomes to which CLEAR Contributes</b></p> <p>Stakeholders use evidence in making decisions for improved development results</p>	<p>1. By 2018, 70 percent of strategic clients and stakeholders surveyed report increased use of evidence in decision making</p>
<p><b>Higher-Level Outcomes to which CLEAR Contributes</b></p> <p>Strengthened context-specific M&amp;E systems and practices</p>	<p>2. By 2018, an external evaluation commissioned by the Board indicates that centers have contributed to strengthening of M&amp;E systems.</p> <p>3. By 2018, an external evaluation commissioned by the Board indicates that at least 70 percent of CLEAR clients are using the knowledge, skills, or information they gained to raise evaluation practice</p>
<p><b>CLEAR'S Outcomes</b></p> <p>Regional Learning</p>	<ul style="list-style-type: none"> <li>Enhanced enabling environment and strengthened demand</li> <li>Strengthened organizational capacity to produce and use evidence</li> <li>Critical mass of professional expertise developed</li> <li>Innovation in M&amp;E</li> </ul> <p>Activities to be determined by each center and results captured by specific programs and projects conducted</p>

Results (Outputs)	Key Performance Indicators
<b>REGIONAL LEARNING</b>	
<p><b>CLEAR Program-Level Outputs</b></p> <p>Strategically chosen capacity building outputs and activities of quality implemented regionally</p>	<p>1. By their third year, centers demonstrate in their work plans the capacity to address a range of M&amp;E topics and methodologies (increase from baseline).</p> <p>2. By their third year, centers demonstrate in their annual work plan the capacity to offer capacity building through a variety of modalities aimed at different capacity objectives (increase from baseline, by center).</p> <p>3. By their third year, at least 50 percent of each center's clients are from outside of the center's home country (by center).</p> <p>4. By their 3rd year, at least 80 percent of the center's clients score the quality of service as a 4 or higher (on a five-point scale, by center).</p> <p>5. By 2018, an external evaluation indicates that the centers are functioning well with respect to their strategic plans and objectives</p>
<p><b>CLEAR Program-Level Outputs</b></p> <p>Regional Centers Established and Functional</p>	<p>1. By 2012, five centers selected and operational (original target was four).</p> <p>2. By 2018, an external evaluation indicates that the centers are functioning well with respect to their strategic plans and objectives</p> <p>3. By 2018, centers' percent of revenue-generating activities and programs increase from baseline (targets will vary center to center)</p>
<b>GLOBAL APPROACH</b>	
<p><b>Outcomes of Global Learning</b></p> <ul style="list-style-type: none"> <li>CLEAR global knowledge</li> <li>Peer-learning through the network</li> </ul>	<p>1. By 2018, center directors and staff report that they have been able to apply knowledge gained from other regional centers through the CLEAR initiative</p> <p>2. By 2018, the regional centers choose to continuing sharing knowledge and expertise through a global network</p> <p>3. By 2018, a survey of strategic clients and stakeholders indicate that at least 80 percent recognize the CLEAR global brand as a source of excellence and innovation in M&amp;E</p>

## APPENDIX 2: Overview of Program-Level Work Program

Key Tasks, Milestones, and Deliverables	Period/ Completion Date	Deliverables/Targets	Status (cumulative)	Status (July 2013-June 2014)
<b>REGIONAL APPROACH</b>				
Regional Centers Selected	2010–12	Background studies and consultations with regional experts Demand assessment studies Development of selection criteria Five centers selected	Five centers selected by 2012	Brazil center (additional center) has been selected and is expected to start operations in FY2015.
Regional Centers Operational	2011–18	Annual work plans, annual reviews, strategy updates	Reports produced 2012, 2013	Annual report, 2014  Strategies to be updated in the next reporting period based on the outcomes of the Mid-Term Evaluation, Board Retreat in Washington, DC, and CLEAR Leadership Retreat in Dublin.
<b>GLOBAL LEARNING</b>				
Global knowledge and capacity	2011–18	One international knowledge product/capacity building approach developed, per year	Developed and/or delivered <ul style="list-style-type: none"> <li>• Impact evaluation</li> <li>• Performance-based budgeting</li> <li>• M&amp;E fundamentals</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E fundamentals (2) Delivered</li> </ul>
	2011–18	Global program mentoring for implementing knowledge/capacity approaches, on demand and based on centers' work programs	Mentoring and facilitation with experts provided to all centers	Ongoing

Key Tasks, Milestones, and Deliverables	Period/ Completion Date	Deliverables/Targets	Status (cumulative)	Status (July 2013-June 2014)
Peer Learning	2011–18	Annual global forum once per year, designed in collaboration with the sponsoring center.	2011/Paris 2012/Accra 2013/Tunis	2014/Mexico
Network Support	2011–18	Quality assurance guidelines, by end 2013 Operations manual, by end 2014 Network development activities—ongoing Website, dissemination, and communications—ongoing	Taskforces on governance (report) Knowledge-sharing through website design (report) Website—ongoing	Quality assurance framework for Implementing Capacity Building Programs Operations manual draft (to be updated after Mid-Term Evaluation) Website (ongoing)

#### GOVERNANCE AND MANAGEMENT

Board Meetings	2010–18	Twice/year	Ongoing	Ongoing
Secretariat Work program	2010–18	Annual	2012-2013 plan prepared	Updated one to be prepared after Mid-Term Evaluation.
Approval of Work programs	2010–18	Quarterly; annual reports	Ongoing	
Reporting				
Monitoring	2010–18	Quarterly; twice-yearly on site		Board chair visit to all centers. Secretariat staff visit, once to each center.
Evaluation	2013–18	Midterm by 2013 and final by 2018		Independent Mid-Term Evaluation. Finalized in October 2014..

## APPENDIX 3: Contributions to the Program, and Expenditures and Projections

**Table 1: Contributions to CLEAR, by Donor Agency (As of June 2014)**

Funding Agency	Receipts and Commitments
Asian Development Bank	\$ 450,000.00
African Development Bank	\$100,000
Australian Government - Department of Foreign Affairs and Trade	\$1,135,410
Belgium	\$147,411
Department for International Development—UK	\$4,665,745
Inter-American Development Bank	\$900,000
Rockefeller Foundation	\$2,500,000
Swiss Agency for Cooperation and Development	\$327,879
Swedish International Development Co-operation Agency	\$4,689,949
World Bank Institutional Development Fund (IDF)/Direct Cash to Center	\$995,790
World Bank IEG Cash Contribution*	\$72,000
Total	\$16,109,508
<b>Total (non-World Bank)</b>	<b>\$15,041,718</b>
Donor Funds Receipts Only	\$14,298,352

\*Note: In addition, the World Bank/IEG contributes approximately \$400,000/year.

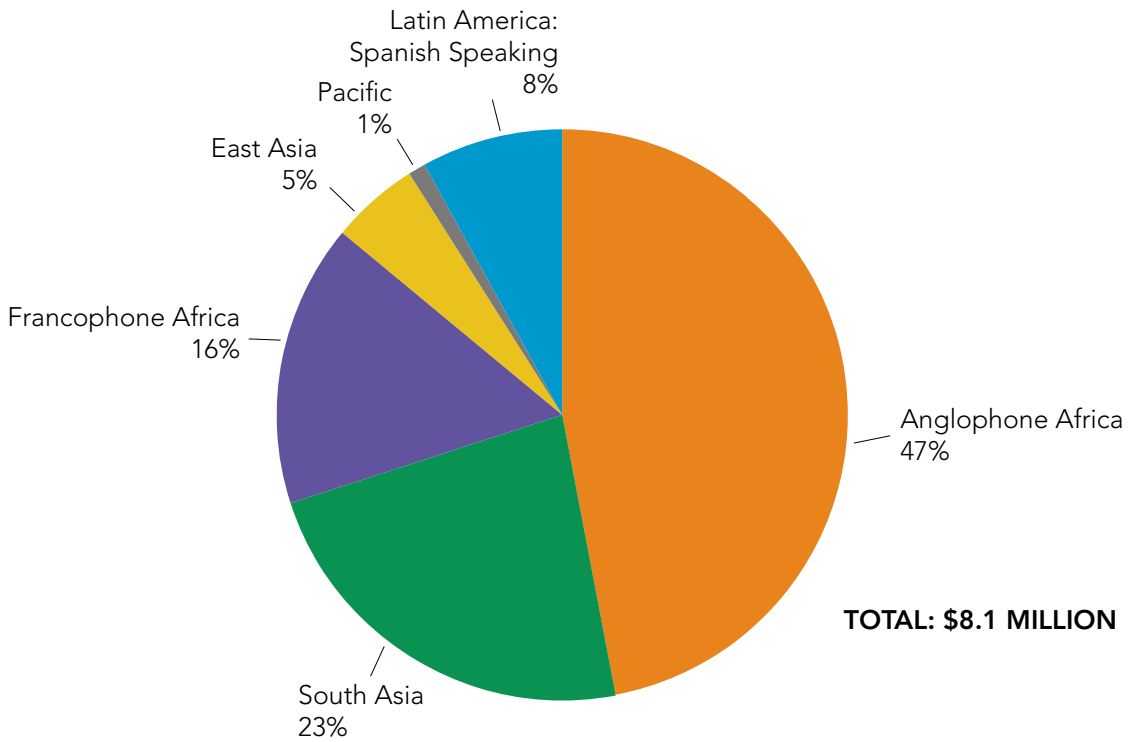
**Table 2: CLEAR Expenditures and Projections, by Fiscal Year and Component (As of June 2014)**

Category	Total Planned FY10-20	Expenditures and Commitments FY10-14	Projected FY15	Projected FY16	Projected FY17	Projected FY18-20 <sup>1</sup>
Regional: Grants (Expenditures by Center + Commitments)	\$14,356,024	\$8,106,024	\$450,000	\$2,350,000	\$1,800,000	\$1,650,000
Regional: Direct Support, Demand Assessment, Selection	\$1,383,634	\$853,634	\$150,000	\$130,000	\$100,000	\$150,000
Global	\$2,509,244	\$477,244	\$487,000	\$535,000	\$535,000	\$455,000
Governance and Management	\$1,202,482	\$184,482	\$277,000	\$247,000	\$247,000	\$247,000
Administration Fee	\$659,241	\$379,241	\$70,000	\$70,000	\$70,000	\$70,000
<b>Total</b>	<b>\$20,110,625</b>	<b>\$10,000,625</b>	<b>\$1,434,000</b>	<b>\$3,232,000</b>	<b>\$2,752,000</b>	<b>\$2,572,000</b>

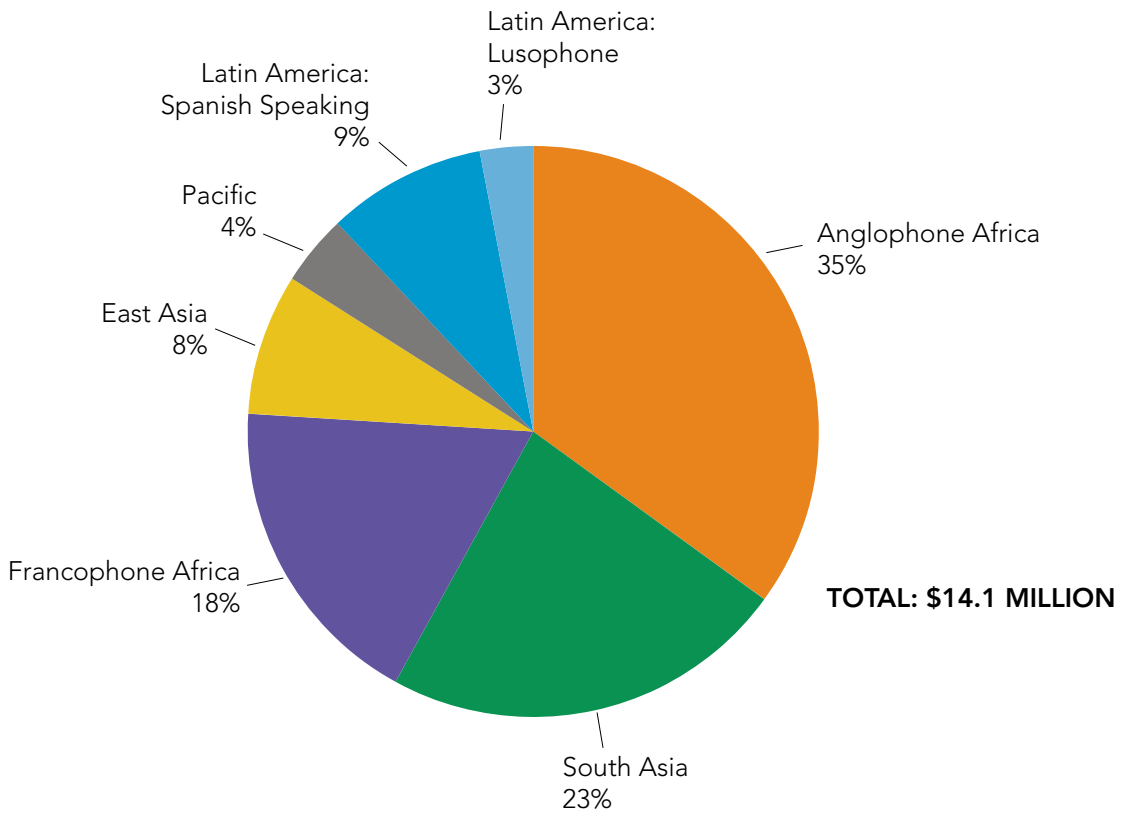
Note: Includes the multi-donor trust fund and the institutional development fund (IDF).

<sup>1</sup>The extension to 2020 is to be discussed and finalized with the funding agencies.

**Figure 1:** Expenditures and Commitments Through FY14, by Center (%)



**Figure 2:** Summary Projections Through FY20, by Center (%)





## APPENDIX 4: Governance and Management<sup>1</sup>

CLEAR's governance and management structure comprises a Board, the centers' Regional Advisory Committees (RACs), and the Secretariat housed at the Independent Evaluation Group (IEG) of the World Bank Group. **This arrangement is now changing as CLEAR institutes a new governance and management system.**

### Board

The Board is CLEAR's main high-level decision-making body and comprises member representatives from donors to the trust fund managed by the World Bank Group. The Board is chaired by the IEG of the World Bank Group. The Board can invite participation in its meetings from non-Board members (such as the centers' RACs or experts and officials from partner countries), as appropriate. The Board meets to set goals and policy directions for the program, reviews and approves work program and budgets, and commissions independent evaluations of the CLEAR program.

### Regional Advisory Committees

Governance at the level of the centers includes RACs, which provide advice and guidance regarding the centers' strategies and work programs based on their expertise and knowledge of regional issues with respect to M&E. This governance structure is to ensure participant diversity, country input, and stakeholder support.

### Secretariat

The Secretariat develops the overall strategy, supports the planning and implementation of the work plans of the centers, contributes to the global program, executes the Board's decisions, and handles the administration of funds.

<sup>1</sup> To be changed in early 2015 based on recommendations from the mid-term evaluation.



## Board Members and Staff from Donor Agencies

Monika Weber-Fahr  
IEG, The World Bank (Chair)

Rakesh Nangia  
African Development Bank (AfDB)

Vinod Thomas  
Asian Development Bank (ADB)

Deborah Bowman  
Australian Government—Department of Foreign Affairs  
and Trade (DFAT)

Kellie Plummer  
Australian Government—Department of Foreign Affairs  
and Trade (DFAT)

Jacqueline Lienard  
Belgian Development Cooperation Agency

Cheryl Gray  
Inter-American Development Bank

Nancy MacPherson  
Rockefeller Foundation

Lennart Peck  
Swedish International Development  
Co-operation Agency (SIDA)

Valerie Rossi  
Swiss Agency for Development and Cooperation

David Rider Smith  
UK Department for International Development (DfID)

## CLEAR Centers—Leadership

### Anglophone Africa

Tim Clynick (Interim Director)  
Stephen Porter (Director until February 2014)  
Charles Amoatey (Ghana)  
James Obuya Bagaka (Kenya)

### Francophone Africa

Boubacar Aw  
El Hadji Gueye (Director until February 2014)  
Mady Koanda (Burkina Faso)

### East Asia

Li Kouqing  
Zhao Min

### South Asia

John Floretta  
Urmy Shukla  
Diva Dhar  
Gemma Stevenson (Pakistan)

### Latin America

Claudia Maldonado  
Cristina Galindez

## CLEAR Secretariat

Nidhi Khatri, Head  
Ximena Fernandez Ordonez  
Naoko Hosaka  
Maria Gabriela Padrino  
Esperanza Sadiua  
Arianne Wessal  
Maurya West Meiers

For more information, visit  
[www.theclearinitiative.org](http://www.theclearinitiative.org)

