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Centers for Learning on Evaluation and Results

ANNUAL REPORT

July 2015–June 2016

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Centers for Learning on Evaluation and Results

Evaluate. Learn. Decide.

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Contents

Abbreviations

AA	Anglophone Africa
ADB	Asian Development Bank
BOM	Bureau of Organization and Methods (Senegal)
CLEAR	Centers for Learning on Evaluation and Results
CONEVAL	National Council for the Evaluation of Social Development Policy (Mexico)
DPME	Department of Planning, Monitoring and Evaluation (South Africa)
EA	East Asia
ECD	evaluation capacity development
FA	Francophone Africa
FGV/EESP	Fundação Getúlio Vargas/Escola de Economia de São Paulo (Brazil)
FY	fiscal year
IAS	Indian Administrative Services
IEG	Independent Evaluation Group (World Bank)
IFAD	International Fund for Agricultural Development
IFI	international financial institution
IDB	Inter-American Development Bank
J-PAL	Abdul Latif Jameel Poverty Action Lab
LAC	Learning from Performance
M&E	monitoring and evaluation
NES	national evaluation system
NGO	nongovernmental organization
SA	South Asia
SenEval	Senegalese Evaluation Association
SHIPDET	Shanghai International Program for Development Evaluation Training
SMFB	Shanghai Municipal Finance Bureau
SNAI	Shanghai National Accounting Institute
VOPE	voluntary organizations for professional evaluation
TOT	training of trainers
Wits	The University of the Witwatersrand (South Africa)

CLEAR Board Chair's message

I am excited to have recently joined CLEAR as its new CEO and Chair of its governance bodies. The CLEAR Regional Centers and partners have made good progress in the first five years of the program, and I am committed to leading the initiative toward achieving its objectives and outcomes as it approaches the end of the World Bank–managed multidonor trust fund in 2021.

The CLEAR Initiative continues to contribute to strengthening evaluation capacity while expanding its focus to position itself to achieve higher level outcomes and become a more self-sustainable program.

Fiscal year 2016 (FY16) was a busy year for the CLEAR Initiative. The Centers continued to expand the reach and scope of their M&E capacity building work. In FY16, the network delivered capacity-building services to nearly 13,500 individuals, compared with 2,000 individuals in FY13. Most activities, 59 percent, engaged government agencies, with 12 percent supporting academic institutions and 9 percent assisting private sector entities. The remaining deliveries served civil society organizations and regional and in-country M&E networks.

In FY16, efforts began to establish processes to better capture the outcomes of CLEAR's engagements. This year's report includes outcome stories from every Center. While this work is in its early stages, data collected this year show that more than 85 percent of participants responding to feedback surveys cited high levels of increased knowledge and/or skills from CLEAR's capacity building services.

In addition, to advance the implementation of priorities surfaced during the midterm evaluation, the program began preparing for global delivery—consolidating the CLEAR Initiative and setting in place new Phase II strategies, including platforms, systems, and processes to drive its global-learning dimension and to allow it to deliver outcomes that reflect the theory of change.

At the Regional Center level, this year's emphasis was on stronger business-oriented management to inform the selection and delivery of Center services. The aim was to have a more deliberate client-selection process that was strategically aligned with expected outcomes, including contributing to public goods and positioning for financial sustainability.

At the network level, CLEAR focused on strengthening the global knowledge base and facilitating cross-Center learning. A key outcome for the CLEAR Initiative will be the development of joint knowledge on "how to" and "what works" in evaluation capacity development (ECD) and identifying avenues to share this knowledge effectively for broad reach and effect. This work included developing strategies (knowledge management and network learning), setting up infrastructure (new website and collaboration platform), and piloting initiatives to collect and codify CLEAR regional knowledge and delivery know-how (webinar series, blogs, outcome stories).

To strengthen network collaboration, the Global Hub Team also facilitated important initiatives to create joint CLEAR deliverables, including the CLEAR-IFAD global course and certification program.

While FY16 showed good progress on expanding reach and increasing knowledge sharing, CLEAR will have to continue to address the challenge of changing the orientation of regional work toward more outcome-focused and business-oriented approaches. For CLEAR to continue beyond the multidonor trust fund as a global initiative, the CLEAR Centers must have a common agenda: a set of strategically selected activities that link them with each other in a positive and tangible way in their day-to-day business. Joint deliverables or global services, such as standardized courses on evaluation topics available at several CLEAR locations, will be pursued to strengthen the Initiative.

Ensuring a global network approach will require continued active facilitation to encourage Centers' participation in global knowledge generation and sharing. The Regional Centers and the Global Hub Team will work together to develop a longer-term strategy—including regional and global fund raising—to strengthen the CLEAR Initiative and transition it into a more sustainable model by 2021.

I am confident we can build on the successes of past years to position the CLEAR Initiative for long-term success.

Brenda Barbour
CLEAR Council Chair and
Manager, Knowledge and
Communications Department,
Independent Evaluation Group of
the World Bank Group

1. Context for the CLEAR Initiative

Why CLEAR?

Measuring results and using evidence for decision making have become important mechanisms for promoting public accountability and the efficient use of scarce resources. Monitoring and evaluation (M&E) capacities enable countries to track, document, and use learning from the design, pacing, and implementation of current or future policies and programs. The development of M&E capacities can also transform budgeting into an effective tool for expenditure review and efficient service delivery. However, the world countries' capacities vary widely to both generate this evidence and use it for decision making. The Centers for Learning on Evaluation and Results (CLEAR) Initiative was created to respond to these gaps.

The impetus for measuring results has come from the development community. Governments are under increasing pressure from their citizens to achieve results, and tight budgets mean that they need to do this efficiently, so that M&E has become an important part of international and national development agendas. The international development community has highlighted the need to improve partner countries' M&E systems and capacities in the Paris Declaration (2005), the Accra Agenda for Action (2008), the Busan Partnership for Effective Development Cooperation (2011), the Addis Ababa Action Agenda (2015), and the new 2030 Agenda. In their negotiations with financiers, countries will need, more than ever, the ability to independently track and understand results achieved and challenges encountered.

The evaluation capacity development (ECD) landscape has evolved since the CLEAR Initiative was launched in 2010; there are more players, yet the supply of high-quality, context-specific, and comprehensive services that cover the different levels of capacity building is still very limited. When CLEAR began in 2010, most attention in ECD was paid to enhancing individuals' technical skills for the production of M&E information, mainly through training by a very limited set of ECD service providers. However, the capacities needed are diverse and not easily developed. Sustained, adaptable, and innovative approaches are required. To be effective, capacity development efforts need to focus on multiple levels: the level of the broader enabling environment, the organizational level, and the individual.

What is CLEAR?

CLEAR is a global M&E capacity development program that brings together academic institutions and donor partners to contribute to the use of evidence in decision making in developing countries. CLEAR strengthens M&E capacities at the local and regional levels. But its network design, with multiple Centers, offers an opportunity for "the whole to be greater than the sum of the parts."

CLEAR's Mission:

"CLEAR is 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 has set up Centers in Brazil, East Asia (China), South Asia (India), Latin America and the Caribbean (Mexico), Francophone Africa (Senegal), and Anglophone Africa (South Africa). The Centers are housed in academic institutions and have the mandate to deliver and to help replicate effective M&E capacity development services. The Centers offer a menu of services to strategic partners and clients in their regions, including government, civil society, the private sector, and other M&E capacity building providers. The services include technical assistance to build client M&E systems, knowledge and research services, and training courses. The Centers work at all three levels of capacity building for M&E—enabling environment, organizational, and individual.

CLEAR's Global Hub, housed within the World Bank's Independent Evaluation Group (IEG), anchors the overall program. The Global Hub provides funding, strategic, and other direct support to the regional Centers, to support their performance. It also promotes the cross-Center learning and learning for the wider M&E community.

CLEAR donors include the multilateral development banks (African Development Bank, Asian Development Bank, Inter-American Development Bank, World Bank); the Rockefeller Foundation; and bilateral donors (Australia, Belgium, Sweden, Switzerland, United Kingdom). Donors provide both funds and strategic guidance as part of their involvement in the governance bodies.

For more information on the CLEAR Initiative, see our website: http://www.theclearinitiative.org.

What has CLEAR set out to achieve?

The mission of CLEAR is to improve policy decisions through strengthening M&E systems and capacities.

In 2014, CLEAR had an external midterm evaluation . This evaluation confirmed CLEAR's relevance and validated its "proof of concept." It also emphasized the growing need for M&E capacity development and that CLEAR cannot achieve its mission by working alone. The evaluation recommended that CLEAR does more than was originally envisioned in CLEAR's theory of change: in addition to delivering services to government and civil society, to focus on building the capacity of other M&E capacity service providers to provide high-quality services. The outcome was the creation of a new stream of work for CLEAR on creating and sharing evidence on "what works" and "how-to" in evaluation capacity development, and a subsequent update and expansion of CLEAR's scope and theory of change (see Appendix A for an infographic on CLEAR's updated theory of change post midterm evaluation).

CLEAR's higher-level objective today is to contribute to increasing the use of M&E information in policy and program decisions by strengthening country evaluation M&E systems. CLEAR's development objectives are as follows:

- Strategic clients gain awareness of, knowledge in, and the motivation to use M&E systems, methods, approaches, tools, and findings.
- Actual and potential M&E capacity providers gain awareness of, knowledge in, and the motivation to use CLEAR's services and knowledge regarding "how to" and "what works" in developing M&E capacity.
- CLEAR Centers achieve institutional and financial viability to be able to provide services to strategic clients and M&E capacity development providers beyond the CLEAR multidonor trust fund grants.

2. CLEAR's progress toward outcomes

The intermediate outcomes presented in this section give insight into the journey to bring about changes in behavior, actions, and relationships in evaluation capacity development on three interconnected levels (enabling environment, organizational, and individual). With CLEAR being in Phase II, intermediate outcomes can be captured on each level, although measuring outcome-level changes remains a challenge. The Centers will continue to work closely with the Global Hub to create tools that effectively track outcome-level results and incorporate learning from data collected into decision making. Intermediate outcome stories per Center are presented in section 3, giving insight into the progress made.

Progress toward CLEAR's development objectives

To date, CLEAR has largely made progress on the first of its objectives: Strategic clients gain awareness of, knowledge in, and the motivation to use M&E systems, methods, approaches, tools, and findings. The portfolio of CLEAR clients has increased in number (the program reached 2,600 clients in FY14 and more than 13,470 clients in FY16) and has diversified in type (from primarily government and nonprofit in the earlier years to now include, increasingly, clients from civil society, the private sector, and academia).

The large demand for CLEAR services indicates a greater need for strategic focus, versus an opportunistic approach, and for a business orientation that allows the Centers to focus on high impact with financial sustainability. Each Center has made efforts to become more strategic in selecting clients by developing explicit, contextualized selection criteria. CLEAR's services have been consistently rated high (4 or 5 on a 5-point scale) for 2016 on quality (87 percent), usefulness (83 percent), and increase in skills and knowledge (85 percent). Tracer surveys to support the measurement of outcome data on this objective are being rolled out in FY17.

There is less evidence available of progress on the second objective of CLEAR: Actual and potential M&E capacity providers gain awareness of, knowledge in, and the motivation to use CLEAR's services and knowledge regarding "how to" and "what works" in developing M&E capacity. The focus on this group of clients—M&E capacity providers—is relatively new. The identification of M&E capacity providers can be seen as a challenge for most Centers, since not many exist that specialize in building M&E capacities outside of academic institutions. To achieve results on this objective, Centers are exploring ways to intensify their work in this area and to share lessons learned with the wider M&E community. Many

individuals who go on to provide M&E capacity-building services already attend CLEAR open-enrollment courses, and CLEAR provides technical and strategic support to a number of regional M&E networks (at least eight in 2016) with M&E capacity providers as core members. The Centers intend to be more strategic about their work with M&E capacity providers, and at the same time, CLEAR program monitoring mechanisms are being modified to introduce M&E capacity providers as a distinct, separate client-type; these modifications will help track results. Section 4 (CLEAR network learning) presents the work in FY16 to strengthen CLEAR Centers' ability to capture ECD lessons and share these within and beyond the CLEAR network.

Lastly, on the objective to achieve institutional and financial viability, the results across Centers are quite varied. All Centers leverage funds from their host institutions and other donors (outside the CLEAR multidonor trust fund), and all charge fees for some services. The ratio of funds raised from outside the CLEAR multidonor trust fund grant to total funds, ranges from 20 percent to 50 percent across Centers. Moreover, the level of integration with host institutions is also quite varied across Centers and takes many forms. For example, the South Asia Center embeds its host institution's intellectual human resources for almost all of its training and advisory services. In Francophone Africa, the Center acts more independently, leveraging expertise in function of need, equally from its host institution and a pool of expert consultants it has trained and built over years. In FY17, the CLEAR Initiative will start tracking Center-level data on viability in a more systematic way.

Contributions toward strengthening M&E capacity

CLEAR's progress toward its theory of change is organized by three evaluation capacity development levels. The categorization loosely follows existing ECD literature, but some adjustments for nuances particular to the CLEAR program have been made.

These three interrelated levels are the different pieces of a puzzle that come together to create a holistic approach to ECD. Each Center takes into account regional realities and its own strengths and abilities in building a portfolio of activities that targets all ECD levels, but may focus more on one level rather than another to meet specific regional demand-supply gaps.

Enabling environment level

> The **"enabling environment" level of ECD** refers broadly to M&E systems and the culture in a country or region that nurtures or hinders the use of evidence in decision making. This environment is determined by many factors, including the degree to which appropriate institutions that provide checks and balances for accountability are in place; the extent to which incentives support or inculcate good evidence-seeking behavior; the extent to which resources are allocated, taking into consideration past performance; and the extent to which those in key decision-making roles understand the importance of evidence for oversight, transparency, and accountability. These factors manifest themselves in the form of laws, institutions, regulations, policies, procedures, and frameworks or even advocacy, dialogue, and research.

The Centers' combined efforts to strengthen the **enabling environment** for M&E were conducted through 53 activities (28 percent of total) and reached 1,005 clients in FY16. The primary aim of activities at this level is to have impact beyond any single organization or individual, such that change occurs at a higher "systems" level rather than within a single organization. Examples of activities that CLEAR Centers implemented at the enabling environment level of ECD in FY16 are

- Capacity-building training for high-level policy makers/ parliamentarians/bureaucrats with the authority to make decisions that have far-reaching effects on policy or funding. *In FY16, 11 capacity-building training courses to motivate use of evidence and M&E in policy and funding decisions were delivered to high-level government officials in China, India, and Niger, and to parliamentarians across Anglophone and Francophone Africa. After the training, 86 percent of participant respondents in these initiatives cited high "increase in knowledge and/or skills."*

- Applied research on how to build M&E systems that fill knowledge gaps and capture lessons learned for use as input by other countries or regions. *In FY16, 7 M&E systems, or related publications were disseminated, some of which were also presented at high-level meetings and conferences.*

- Dialogues or advocacy involving key stakeholders, such as civil society, government, or the international development community, to promote the use of evaluative evidence in their work. *In FY16, Centers played active roles in 13 high-level dialogues, seminars, or conferences with key stakeholders to promote the use of evidence.*

Organizational level

> The **"organizational" level of ECD** refers to the collective capacities of a specific organization. This organization could be a nonprofit institution, private sector institution, government agency, M&E association, or academic institution. The manifestations of activities at this level may be similar to those at the enabling environment level (practices, policies, procedures, incentives, or frameworks), but the key distinguishing characteristic is that these activities are intended to bring about change *within* the organization. Spillovers or demonstration effects may occur, but the focus remains on the target client organization. Moreover, even though activities at this level will often work with individuals as the entry point to strengthening capacity, the primary aim is not only to increase those individuals' knowledge and skills, but to affect the joint capacities of the organization as a whole.

Strengthening the **organizational capacity** of strategic clients and partners comprised 76 activities (41 percent of total) reaching more than 667 clients in FY16. Examples of the kind of activities that CLEAR Centers implemented at the organizational level of ECD are

- Customized training courses or workshops for staff of a specific organization, based on an in-depth organizational needs assessment to address specific knowledge or skills gaps. *In FY16, 12 customized training courses were delivered mostly to government agencies. After the course or workshop, 65 percent of participant respondents cited high "increase in knowledge and/or skills."*

- Technical assistance and advisory activities in the form of diagnostic studies, cost assessments, strategic planning, research assistance, establishing M&E quality controls, evaluations, and nurturing the establishment of new and existing M&E associations or the growth of existing ones. *In FY16, 35 technical assistance and advisory projects were carried out for 18 organizational clients.*

Individual level

> The **"individual" level of ECD** emphasizes the individual whose knowledge, skills, or competencies are essential to achieving any systems-level or culture change. CLEAR's work in this area includes activities that primarily aim to increase the evaluation capacity of people (as individuals) across many relevant organizations, groups, or associations. The primary focus of these activities is on building individuals' M&E skills and knowledge, and not on building the capacity of the organization as a whole. This level includes activities not targeted toward a specific organization or to any set of individuals affiliated with a particular group.
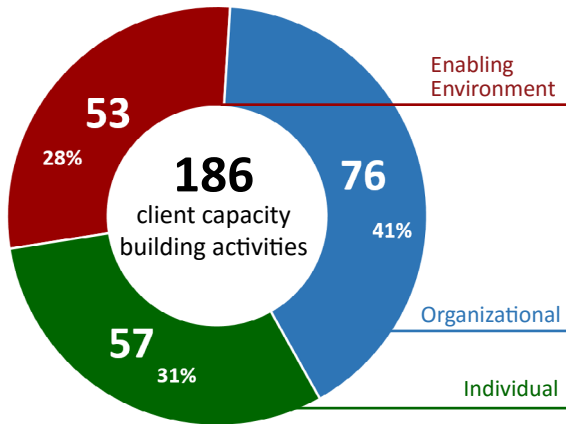
Working at the **individual level of capacity development** comprised 57 activities (31 percent) reaching more than 11,798 participants through training and workshops alone. Examples of the kind of activities that CLEAR Centers implement at the individual level of ECD are

- Open-enrollment courses or thematic M&E workshops, where participants may be selected strategically but are not from a specific organization and the knowledge and skills imparted are not customized to their specific organizational needs. *In FY16, 20 face-to-face open-enrollment courses and training workshops were delivered across all Centers. After the course or workshop, 94 percent of participant respondents cited high "increase in knowledge and/or skills." Moreover, the East Asia Center continued its online M&E course in China, reaching 10,000 online learners, and Anglophone Africa developed a new course this fiscal year with the University of the Witwatersrand in South Africa, with 7,200 online learners enrolled to participate in October and November 2016.*

- Knowledge-sharing events (panels or workshops) at broad M&E events, including conferences, where the primary aim is raising individuals' awareness or building skills of those attending, irrespective of which organization they are from. *In FY16, to promote peer learning and knowledge sharing on M&E and ECD, Centers presented or participated in 9 events on topics such as measurement, surveying, disseminating evaluation findings, and impact evaluations.*
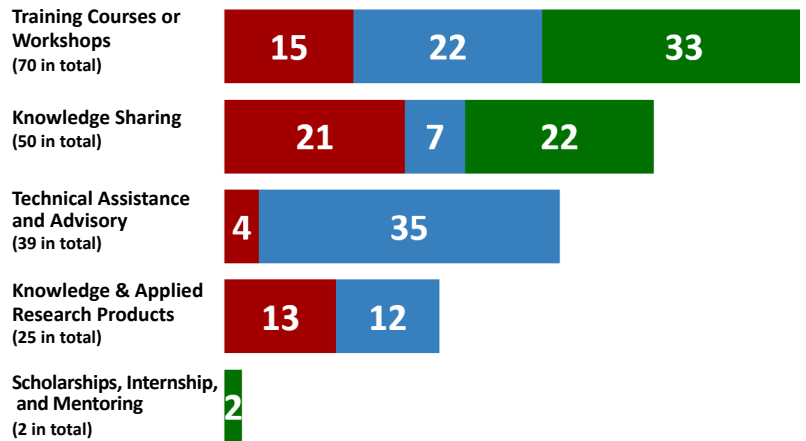
The following section provides aggregated quantitative and descriptive data for FY16 at the output level. Anecdotal outcome-oriented contributions per Center are provided in the "Regional Center Results," section 3 of this report.
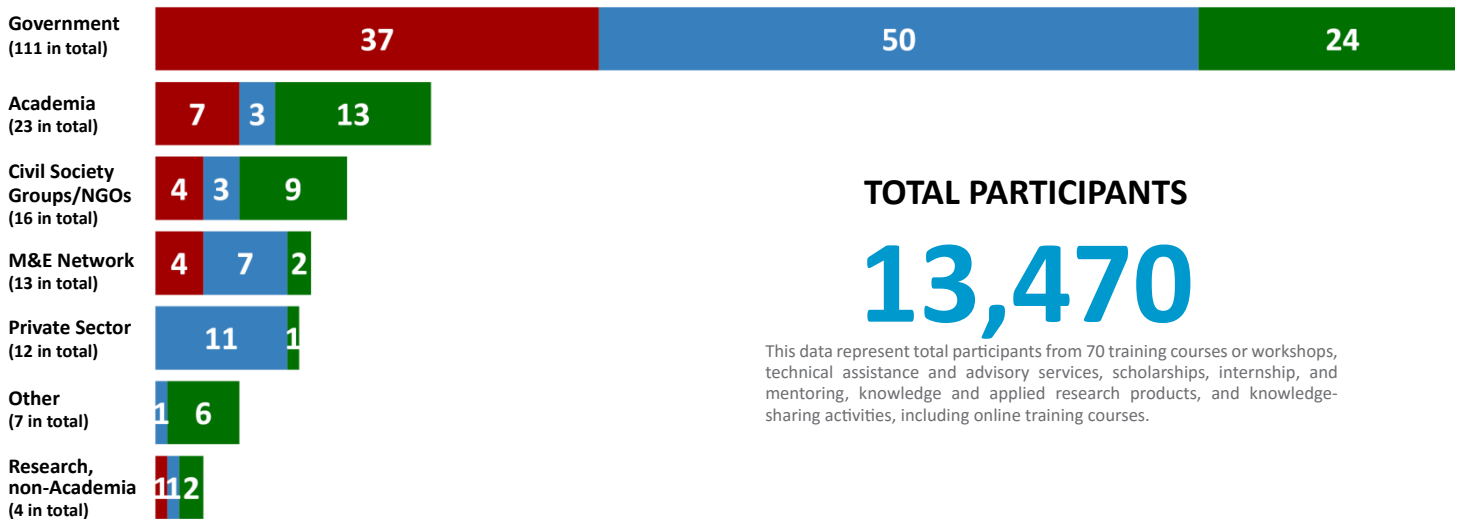
CLEAR FY16 global output data

ACTIVITIES PER ECD LEVEL

53 — 28%
76 — 41%
57 — 31%

186 client capacity building activities

Enabling Environment
Organizational
Individual

ACTIVITY TYPE PER ECD LEVEL

Training Courses or Workshops (70 in total): 15 | 22 | 33

Knowledge Sharing (50 in total): 21 | 7 | 22

Technical Assistance and Advisory (39 in total): 4 | 35

Knowledge & Applied Research Products (25 in total): 13 | 12

Scholarships, Internship, and Mentoring (2 in total): 2

ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (111 in total): 37 | 50 | 24

Academia (23 in total): 7 | 3 | 13

Civil Society Groups/NGOs (16 in total): 4 | 3 | 9

M&E Network (13 in total): 4 | 7 | 2

Private Sector (12 in total): 11 | 1

Other (7 in total): 1 | 6

Research, non-Academia (4 in total): 1 | 1 | 2

TOTAL PARTICIPANTS

13,470

This data represent total participants from 70 training courses or workshops, technical assistance and advisory services, scholarships, internship, and mentoring, knowledge and applied research products, and knowledge-sharing activities, including online training courses.

CLIENT RATINGS FOR SERVICES

(percentage who rated 4 or 5 on a 5-point scale)

Quality — 87%

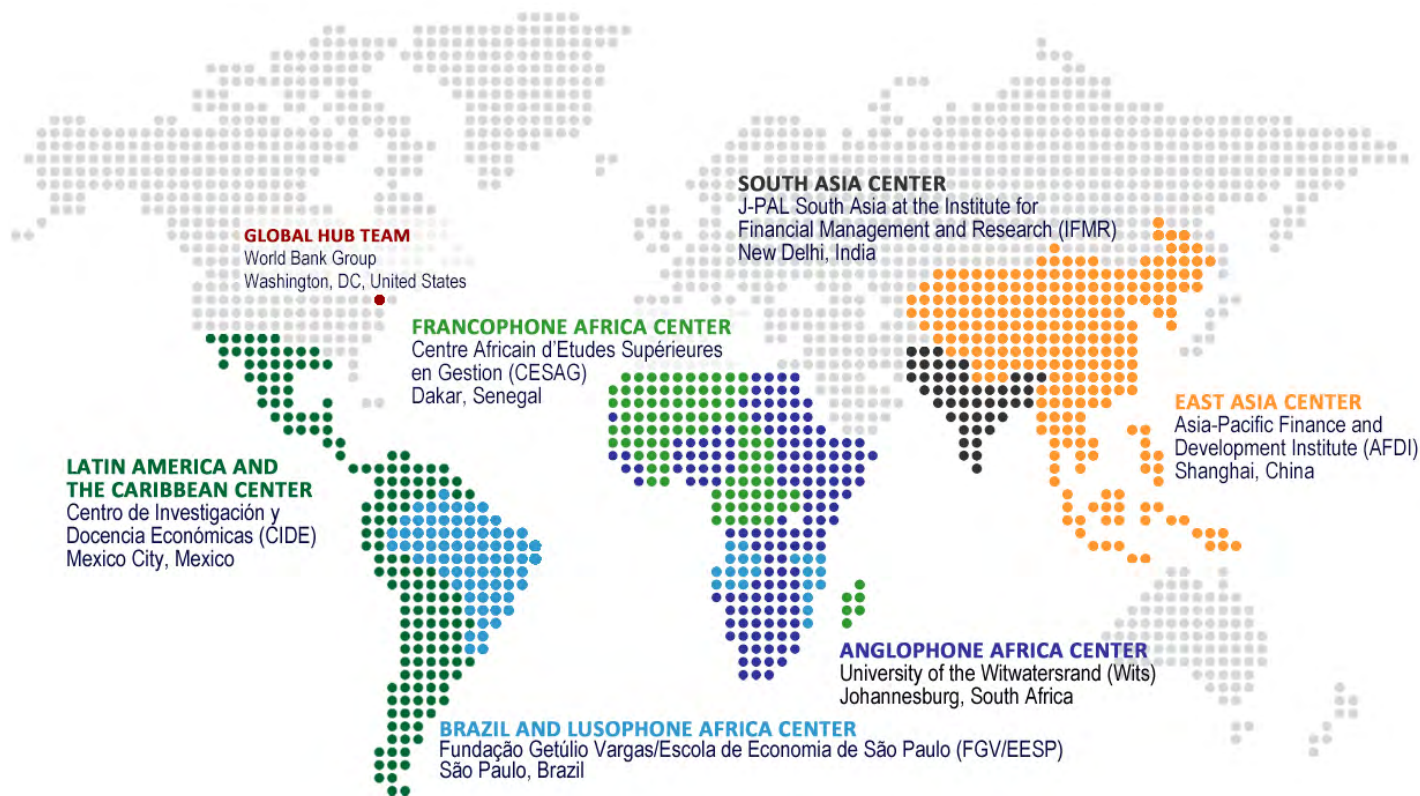Usefulness — 83%

Increase in Knowledge and/or skills — 85%
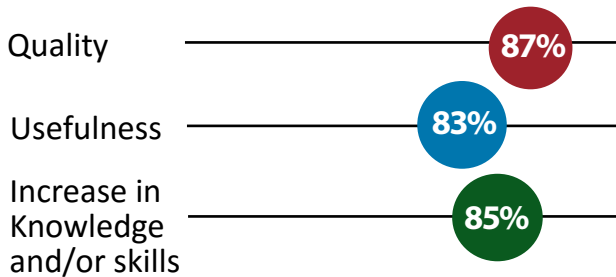
These data represent client ratings for services from 52 training courses or workshops, technical assistance and advisory services, and knowledge-sharing activities.

TOTAL PARTICIPANTS BY GENDER

55% 45%

This data represent gender ratio collected from 60 training courses or workshops, technical assistance and advisory services, scholarships, internship, and mentoring, knowledge and applied research products, and knowledge-sharing activities.

GLOBAL HUB TEAM
World Bank Group
Washington, DC, United States

SOUTH ASIA CENTER
J-PAL South Asia at the Institute for
Financial Management and Research (IFMR)
New Delhi, India

FRANCOPHONE AFRICA CENTER
Centre Africain d'Etudes Supérieures
en Gestion (CESAG)
Dakar, Senegal

EAST ASIA CENTER
Asia-Pacific Finance and
Development Institute (AFDI)
Shanghai, China

**LATIN AMERICA AND
THE CARIBBEAN CENTER**
Centro de Investigación y
Docencia Económicas (CIDE)
Mexico City, Mexico

ANGLOPHONE AFRICA CENTER
University of the Witwatersrand (Wits)
Johannesburg, South Africa

BRAZIL AND LUSOPHONE AFRICA CENTER
Fundação Getúlio Vargas/Escola de Economia de São Paulo (FGV/EESP)
São Paulo, Brazil

3. CLEAR Regional Centers' results

Anglophone Africa

The CLEAR Center for Anglophone Africa (CLEAR AA), based in Johannesburg, South Africa, has been operational since May 2011. The Center is hosted by the University of the Witwatersrand (Wits), a highly respected South African public research institution.

CLEAR AA's primary aim has been to develop effective national M&E systems with strong institutional arrangements and to encourage public accountability through systematic checks and balances by legislative bodies and civil society in Anglophone Africa. CLEAR AA engages with strategically selected clients, mostly government agencies, to deliver activities that are (i) focused on the overall capacity of organizations and (ii) contribute to building an enabling environment for the uptake of evidence in decision making. This results in deeper, longer-term partnership engagements, across different ECD levels such as the work it has done with the Department of Planning, Monitoring and Evaluation (DPME) in South Africa (Box 3.1). To work beyond South Africa, CLEAR AA engages with initiatives to build national evaluation systems (NES), supports M&E associations across the continent, and provides in-person and online training to participants from across Africa.

WITS SCHOOL OF
GOVERNANCE
UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

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Centers for Learning on Evaluation and Results
ANGLOPHONE AFRICA

FIGURE 3.1.A: ACTIVITIES PER ECD LEVEL

50 client capacity building activities

- 26 — 52% — Organizational
- 21 — 42% — Enabling Environment
- 3 — 6% — Individual
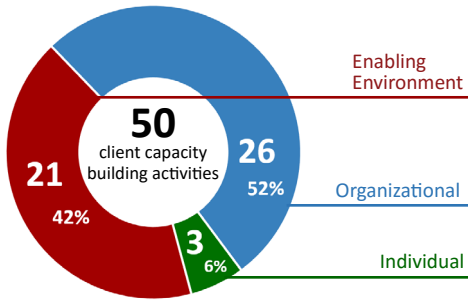
FIGURE 3.1.B: ACTIVITY TYPE PER ECD LEVEL

Training Courses or Workshops (19 in total): 8 | 8 | 3

Knowledge & Applied Research Products (11 in total): 6 | 5

Knowledge Sharing (10 in total): 5 | 5

Technical Assistance and Advisory (10 in total): 2 | 8
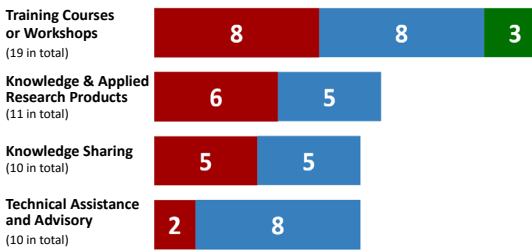
FIGURE 3.1.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (29 in total): 10 | 18 | 1

M&E Network (9 in total): 4 | 5

Academia (8 in total): 4 | 2 | 2

Civil Society Groups/NGOs (3 in total): 3

Research, non-Academia (1 in total): 1
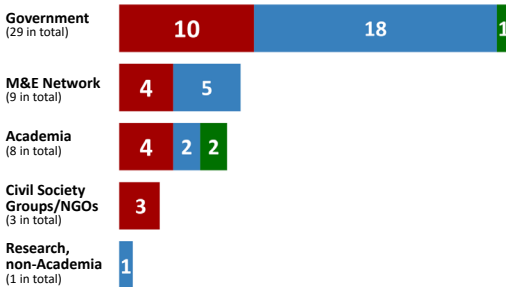
TOTAL PARTICIPANTS

330

This data represent total participants from 12 training courses or workshops.

TOTAL PARTICIPANTS BY GENDER

74% 26%

This data represent gender ratio from 7 training courses or workshops.

CLIENT RATINGS FOR SERVICES
(percentage who rated 4 or 5 on a 5-point scale)

- Quality — **80%**
- Usefulness — **84%**
- Increase in Knowledge and/or skills — **75%**

These data represent client ratings for services from 10 training courses or workshops.

9

ENABLING ENVIRONMENT

At the enabling environment of capacity development, CLEAR AA has worked mostly with government clients (Figure 3.1.C) through a diverse set of delivery modalities (Figure 3.1.B). Over the years, the Center's relationship with its most prominent client, DPME, has evolved from initial support in building South Africa's national evaluation systems (NES) and policies, to, in FY16, delivering assistance aimed at strengthening DPME's organizational capacity for effective implementation of the NES. At the same time, the Center continues to help DPME to strengthen the enabling environment for the use of evidence by partnering with DPME to share the South African NES experience in other countries across Africa.

A share of the Center's work in FY16 targeted deepening democracy by strengthening public accountability across Africa. The main mechanisms this year were building the capacity of parliamentarians to use evidence from evaluations in decision making, and exploring how to support evaluative thinking among civil society actors participating in the increasing number of collective action movements occurring across the continent. A key initiative launched this year was Twende Mbele, a multicountry program—Benin, South Africa, and Uganda—that aims to strengthen national evaluation systems through accountability, transparency, and learning. CLEAR AA coordinates the program, sits on the management committee, and led many activities this year, including building capacity to assess performance management in two countries, a diagnostic study on gender responsiveness of M&E systems across the three countries, and a workshop to strengthen civil society's capacity to demand the use of evidence and to find ways to widen the entry points for civil society to engage with national evaluation systems. CLEAR AA, through the Twende Mbele initiative, also held consultative workshops with higher education institutions, public sector training institutions, and volunteer organizations for professional evaluation from different African regions to deepen understanding of the role of different stakeholders in building M&E systems and to forge potential collaborations.

Another important initiative was enhancing legislative oversight (Box 3.2). The Center trained 200 parliamentarians (cumulative from the last quarter of 2015) and members of the National Assembly in South Africa in a series of eight training courses to strengthen their capacity to use M&E data as a source of evidence for oversight decision making. Parliamentarians come and go, so CLEAR AA also focused its training on key roles within the parliament, such as content advisors and researchers supporting select committees. This training happened in the Provincial Northern Cape Legislature of South Africa. To pave the way for similar legislative oversight in other African countries, it brought together key stakeholders through (i) dialogue on how to enhance legislative capacity to effectively oversee government policies and (ii) workshops in East (Uganda) and West Africa (Ghana) to identify specific ECD needs and priorities. The Center also provided technical support for the development of a five-year Strategic Plan for the African Parliamentarians Network on Development Evaluation.

ORGANIZATIONAL

CLEAR AA supported key clients' organizational M&E capacity through customized training courses, applied research, technical assistance, and knowledge sharing (Figure 3.1.B) with government as its key client group (Figure 3.1.C). As part of its long-term government partnership with DPME, the Center delivered 10 tailored capacity-building initiatives, 5 of which were customized training courses involving 172 participants on topics such as program planning, evaluation design, and theory of change. Approximately 60 percent of all responding participants in these trainings cited high levels of "increased knowledge and/or skills." In measuring the impact of organizational training practices, CLEAR conducted a tracer study as part of its impact assessment for the Sector Education and Training Authority of South Africa. In addition to its work with DPME, it developed a diagnostic tool for municipalwide M&E for the city of Johannesburg, worked on a randomized controlled trial for the Department of Basic Education in South Africa, and provided technical assistance to the Transport Education and Training Authority on managing its research and knowledge.

In addition to government clients, CLEAR AA worked with M&E associations. It provided knowledge support to the Ghana M&E Forum to understand national evaluation systems (NES) and supportive structures. It also provided technical support to the South African Monitoring and Evaluation Association (SAMEA) in organizing a conference and was part of a select group of stakeholders providing strategic support to SAMEA in determining a roadmap for core competency development in South Africa.

INDIVIDUAL

In its work focused solely on building the M&E knowledge and capacity of individuals regardless of their organizational affiliation, the Center held two open enrollment events: a 10-day training course on results-based management, implemented in partnership with the Wits School of Governance; and at the invitation of UNICEF, training on "Managing and Commissioning Evaluations" at the launch of the Nigeria Evaluation Association. CLEAR also experimented with e-learning, launching a seven-week online open source course on results-based management. This was done in collaboration with the Centre for Learning, Teaching, and Development at the Wits University and enrolled 7,200 learners from all over the world. The course was developed between January and June 2016 and delivered in October and November 2016.

INSTITUTIONALIZING NATIONAL EVALUATION CAPACITY
Department of Planning, Monitoring and Evaluation (DPME), South Africa

Box 3.1

The Department of Planning, Monitoring and Evaluation (DPME) in South Africa is a national-level unit within the Presidency. Its mission is to facilitate, influence, and support effective planning, monitoring, and evaluation. The unit focuses on the performance of government departments, programs, and selected projects. DPME plays a strategic role in using the findings from evaluations, once they are endorsed by the cabinet, to influence departmental decision making in South Africa. As a pioneering ministry in M&E planning on the continent, committed to the use of evaluation by highlighting the learning associated with evaluation systems development, DPME also has developed a culture of sharing its experience. The growing demand from African nations for study tours to DPME to learn about how it constructed its national evaluation system (NES) has resulted in DPME now hosting an annual international knowledge sharing conference on monitoring and evaluation, using an Edex platform in collaboration with Harvard University, which speaks to South African and continental audiences of national practitioners struggling to improve systems performance in their own ministries and departments.

Since 2011, the CLEAR AA Center has engaged in a long-term, multilevel partnership with DPME. The Center's initial support to DPME was to improve the enabling environment for M&E by supporting the building of South Africa's NES. However, over the years, this support has also taken the form of organization-level support to strengthen DPME's capacity to implement the NES. Each activity in the engagement has worked toward the goal of improving evaluation capacity, and eventually, toward increasing the use of evidence in decision making within the national government of South Africa and throughout the region.

What has been the contribution of CLEAR AA?

In supporting DPME, CLEAR AA has played a strategic role in the institutionalization of evaluation capacity building within South Africa. Key activities of the engagement include

- 2011: CLEAR AA provided strategic inputs into the construction of the National Evaluation Policy.

- 2012: CLEAR AA produced guidelines for six types of evaluations for the national evaluation system.

- 2012–ongoing: CLEAR has served on the Evaluation Technical Working Group, which selects evaluations for the National Evaluation Plan and participates in design clinics.

- 2013–16: The Center developed and piloted six courses for DPME's in-service training program, as well as three additional courses in 2016 alone on planning implementation programs, design evaluation, and theory of change.

- 2014–16: CLEAR has been a partner in DPME's International Knowledge Sharing Annual Conference.

- 2015: CLEAR AA provided the foundation to a national-level ECD strategy for the national evaluation system, which included a stakeholder analysis, situational analysis, and comparator study.

What were the outcomes?

Through the ongoing engagement with CLEAR AA and other key national stakeholders, DPME has strengthened demand for countries to build NESs through its knowledge sharing and learning approaches to ECD. Key to rolling out this system across the civil service has been DPME's efforts in providing evaluation capacity development to the South African government, drawing on CLEAR's support. CLEAR's engagement has raised the profile of DPME as well as its visibility within the country.

At the broader African level, one of the main outcomes of the CLEAR AA-DPME partnership has been the transfer of lessons from the Global South to South Africa, and from South Africa to the African region. DPME drew on its relationship with CLEAR to access its global network of learning from international best practices. For example, through CLEAR AA's ties with CLEAR Global, CLEAR was able to facilitate study tours to Colombia and Mexico, which were highly influential in shaping the South African NES model. In 2012, CLEAR AA and DPME partnered in hosting an international workshop on M&E, profiling some of the early findings from diagnostics on the political economy of M&E in seven African countries, in which CLEAR was commissioned to carry these out by DPME and the U.K. Department for International Development (DfID). One of the main outcomes of this 2012 workshop was the fostering of a working relationship among Benin, Uganda, and DPME, which over four years developed into a platform for sharing lessons on the construction of national evaluation systems. This led to the beginning of the Twende Mbele program, a multicountry initiative to strengthen NES systems through learning and sharing and collaborative tool development for systems improvement. In 2015, CLEAR AA, through the University of the Witwatersrand, was invited to be the implementing agent and to sit on the management committee, and drove the preparations and piloting of the foundational dimensions of the program in the first half of 2016, paving the way for the formal commencement in the second half of 2016. Through this collaboration with an influential partner, DPME, CLEAR AA has gained visibility and credibility in the ECD community, both within South Africa and in the region.

BUILDING THE CAPACITY OF LEGISLATORS TO UNDERSTAND AND APPLY M&E TO DECISION MAKING

Box 3.2

South African Legislative Sector Support

CLEAR AA works with legislators throughout the region to increase their capacity to understand and interpret M&E data, with the ultimate goal of creating an enabling environment to increase the use of evidence in decision making. As part of this initiative, CLEAR AA has been working with South African Legislative Sector Support (LSS).

LSS provides administrative and capacity-building support to the National Assembly and nine provincial bodies. It plays a critical role in linking evaluation capacity development with improved decision making, because it provides an opportunity for parliamentarians to gain the knowledge and skills to integrate M&E into their decision-making processes. South Africa is one of the few countries on the continent that has instituted capacity-development mechanisms for its parliamentarians—which is illustrative of its commitment to democracy.

What has been the contribution of CLEAR AA?

From October 2015 to June 2016, CLEAR AA launched and delivered an intensive capacity-building engagement in partnership with LSS, with the objective of strengthening the capacity of South African legislators to interpret and use M&E data. CLEAR AA delivered capacity-building training services that spanned the National Assembly, the National Council of Provinces, and all nine of South Africa's provinces (Eastern Cape, Free State, Gauteng, Kwa Zulu Natal, Limpopo, Mpumalanga, Northern Cape, Northern West, and Western Cape), reaching more than 200 parliamentarians. The trainings were carefully planned with inputs from LSS and the Wits School of Governance. The Center also delivered two orientation workshops for more than 70 content advisors and researchers from the National Assembly and Northern Cape Provincial Legislature.

The Center worked to facilitate dialogues and identify M&E champions within the government. It has worked to build partnerships with key parliamentary entities, including the Parliamentary Budget Office, the Speaker's Office, and the Office for Content Advisors and Researchers.

What were the outcomes?

In FY16, 100 percent of participants who responded to the feedback survey rated the increase in knowledge and skills due to the training as high (4 or 5 on a 5-point scale). Through the partnership between CLEAR and LSS, parliamentarians in South Africa have been making preliminary steps to integrate evaluation into their decision-making processes. Some of the testimonials from training participants include

- "The course couldn't have come at a better time; the legislature met this morning to revise its timelines on departmental reporting and it was almost like a revision exercise of what we were taught in the course."

- "I will be doing a presentation on the 14th of October where I will have to account to the parliamentary oversight committee. There's a direct link between the work that we do and the training received."

Additionally, South African members of parliament are beginning to serve as champions for M&E in the region. Past participants from the CLEAR AA and LSS engagement have served on panels promoting evidence-based decision making at international dialogues in East Africa (Uganda, June 2016) and West Africa (Ghana, March 2016). Through their organizational development efforts, CLEAR AA has also been able to enlist the Speaker Emeritus (Mr. Max Sisuslu) and the current Deputy Speaker (Hon. Lechesa Tsenoli) as champions for greater use of M&E in parliamentary oversight.

Francophone Africa

The CLEAR Center for Francophone Africa (CLEAR FA), based in Dakar, Senegal, has been operational since December 2012. The Center is hosted by the African Center for Advanced Studies in Management (CESAG), an international nonprofit public institution established in 1985 by the Heads of State of West Africa with the aim of regional integration through training, consultancy, and research in management.

The Francophone Africa region has witnessed growing commitment to good governance and efficiency in public management accompanied by a strong demand for quality M&E and performance management expertise. Countries including Benin, Niger, Senegal, and Togo are moving toward institutionalizing public policy evaluation. Although the supply of training in Africa has increased in recent years, there is still a shortage of well-trained, local professionals capable of responding effectively to demand for high-quality services. Most M&E training available offers basic and broadly designed M&E courses, while the demand is becoming increasingly specific and specialized.

In response to the market, CLEAR FA built on the work it had done in previous years: continuing to create a critical mass of highly qualified local M&E professionals who can meet the increasing demand for ECD services in the region; and gearing up its efforts to strengthen national M&E systems and promote a culture of evaluation across Francophone Africa. Strengthening the enabling environment to increase the use of evaluative evidence and promote the institutionalization of M&E for greater accountability and transparency are important objectives for the Center.
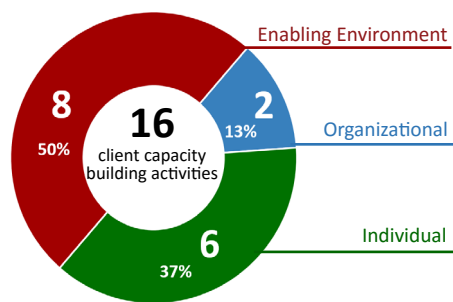
FIGURE 3.2.A: ACTIVITIES PER ECD LEVEL

Enabling Environment
8 — 50%
2 — 13%
Organizational
16 client capacity building activities
6 — 37%
Individual

FIGURE 3.2.B: ACTIVITY TYPE PER ECD LEVEL

Training Courses or Workshops (10 in total): 3 | 1 | 6

Knowledge Sharing (4 in total): 4

Knowledge & Applied Research Products (1 in total): 1

Technical Assistance and Advisory (1 in total): 1
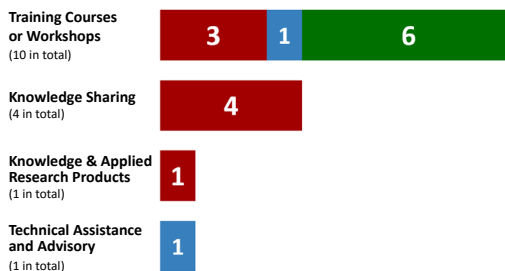
FIGURE 3.2.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (9 in total): 8 | 1

Other (4 in total): 4

Academia (2 in total): 2

M&E Networks (1 in total): 1
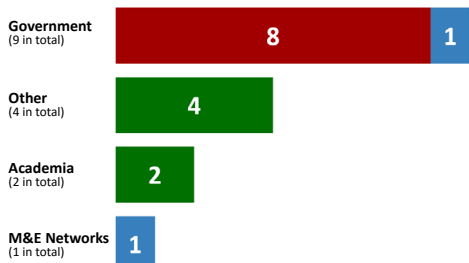
TOTAL PARTICIPANTS

311

This data represent total participants from 12 training courses or workshops, and knowledge-sharing activities.

TOTAL PARTICIPANTS BY GENDER

73% **27%**
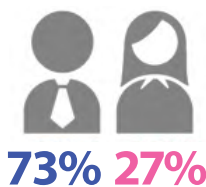
This data represent gender ratio from 12 training courses or workshops, and knowledge-sharing activities.

CLIENT RATINGS FOR SERVICES
(percentage who rated 4 or 5 on a 5-point scale)

Quality — 86%

Usefulness — 90%

Increase in Knowledge and/or skills — 85%
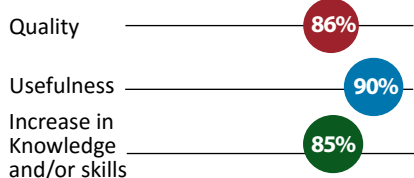
These data represent client ratings for services from 9 training courses or workshops.

15

ENABLING ENVIRONMENT

In FY16, to contribute to the enabling environment for ECD, CLEAR FA focused on engaging key stakeholders from high-level government positions (Figure 3.2.C) through (i) the delivery of specialized training courses, (ii) knowledge sharing dialogues around building national evaluation systems, and (iii) applied research (Figure 3.2.B). In Niger, CLEAR FA provided training on evaluation of public policies to executives of the Office for State Modernization who belong to different ministries in Niger and are responsible for monitoring the implementation of recommendations and key reforms. Additionally, it provided a training on the theory of change to officials from Niger Ministries (Health, Education, Agriculture, and Livestock; Water and Sanitation; and Social Welfare) to assist in drafting an action plan for a multisector nutritional security policy. Sixty-nine percent of participants in both training courses who provided feedback assessed their "increase in knowledge and skills" as a result of the training as "high" (5 or 4 on a 5-point scale). In continuing its partnership with the Bureau of Organization and Methods (Box 3.3), CLEAR FA organized a conference on "Evaluation of Public Policies" that highlighted the main challenges of evaluation for sustainable development and the institutionalization of the evaluation of public policies in Senegal. In Togo, it produced an applied research product on M&E demand to inform on the institutional context, ongoing and planned reforms by government, and civil society in that country.

FY16 also saw the Center expand its work with parliamentarians. It collaborated with CLEAR AA to engage parliamentarians and other actors on the importance of evaluation and the key role they have to play in institutionalizing it across the Africa region. The joint work with CLEAR AA included a customized training for members of the Executive Committee of the African Parliamentarians' Network on Development Evaluation on the role of parliamentarians in creating an enabling environment for evaluation, and a workshop at the Ghana Institute of Management and Administration on the importance of evaluation, with participants from Benin, Ghana, Nigeria, Senegal, South Africa, and Zimbabwe.

ORGANIZATIONAL

The Center's efforts to strengthen organizational capacity focused on the capacity of voluntary organizations for professional evaluation (VOPEs)/M&E networks through customized training and advisory work. Building on its strategic objective to raise awareness and advocacy for M&E, CLEAR FA partnered with the Francophone Evaluation Network, UNICEF, UN Women, and the African Evaluation Association to (i) support emerging VOPEs in countries where these were nascent or experiencing challenges, and (ii) reinforce the institutionalization of M&E functions in government through forging partnerships with VOPEs. In FY16 the Center also continued to provide the Senegalese Evaluation Association (SenEval) logistical, capacity-building, and strategic advice to help establish its status as Senegal's primary professional evaluators' association (Box 3.4).

INDIVIDUAL

In terms of strengthening M&E skills and knowledge of individuals, the Center responded to market demand for thematic courses by sector, such as Water, Sanitation and Hygiene (WASH) and Energy, as well as by specialization,

including impact evaluation and performance-based budgeting. It offered six open-enrollment training courses (Figure 3.2.B), including two in Burkina-Faso, to 86 technical experts and evaluators from government, civil society, and academia, to private consultants, and to other ECD providers. Ninety-four percent of course participants who provided feedback assessed their "increase in knowledge and skills" as a result of the training as "high" (5 or 4 on a 5-point scale). These training courses integrated data and case studies from African contexts, and were

delivered by trainers and experts from the region who had a good local understanding. As part of one of these trainings, participants also designed teaching material to meet the specific needs of managers and professionals in the WASH sector, leading to broader reach than just the participants of the CLEAR Center training. Such training of trainers (ToT) is an important mechanism by which the Center can increase the capacity of other ECD service providers in the region. Subsequently, the Center provided a ToT on performance-based budgeting to 15 individuals.

STRENGHTENING NATIONAL M&E SYSTEMS IN FRANCOPHONE AFRICA
Bureau of Organization and Methods, Senegal

Box 3.3

The Bureau of Organization and Methods (BOM) is a key advisory unit for the Office of the Presidency in Senegal. The unit works to modernize public administration within the government of Senegal, particularly focusing on public management efficiency, performance monitoring, public policy evaluation, and budgetary decisions. In this capacity, BOM regularly prepares technical notes for the Office of the Presidency on the importance of M&E for public policy.

BOM plays a prominent role in furthering M&E policy within the Senegalese government, as one of the few units that directly advises the Office of the Presidency. On March 20, 2016, the government held an official

referendum, where BOM played an advisory role in championing the M&E of public policies. As a result of the referendum, a constitutional law was adopted to expand the evaluation function of the National Assembly, including provision for improved M&E processes. Additionally, BOM has contributed to the creation of M&E frameworks for the Office of the Presidency, and promoted the importance of M&E to other key agencies within the government, including the Ministry of Economy, Finance, and Planning. The CLEAR FA Center has a long-term partnership with BOM, with the ultimate objective of strengthening M&E systems and policies within the Senegalese government.

What has been the contribution of CLEAR FA?

The CLEAR FA Center has worked to develop the organizational capacity of BOM, and to improve the enabling environment for M&E within the Office of the Presidency in Senegal. Key activities include

- 2013 to Ongoing: Technical Advisory for the Director-General of BOM—CLEAR FA provides continuous support to BOM, through meetings, inputs into legislation, and advice on improving M&E capacity. The iterative, adaptive nature of the engagement has helped the Center build a long-term partnership.

- August 2013: Learning Visit to Mexico—The Director-General of BOM served as an invited delegate to the CLEAR Global Forum in Mexico, where he participated in a learning visit to the National Council for the Evaluation of Social Development Policy (CONEVAL). The visit provided insights on institutionalizing M&E at the national level.

- May 2014: Training of Trainers (ToT)—CLEAR FA conducted a ToT for 20 BOM advisors, preparing them to provide M&E trainings for other government ministries. BOM advisors are high-level officials within the government, who have an advanced background in public management.

- October 2015: The Director-General of BOM served as an invited delegate to the National Evaluation Capacities Conference in Bangkok, an opportunity to broaden BOM's network. This event facilitated the contact between BOM and the High Commissioner of Niger, which has been followed up with an informal exchange activity to learn from BOM's experience.

- December 2015: Conference on "Evaluation of Public Policies"—The Center organized a conference to celebrate EvalYear, in partnership with BOM, SenEval, and other international stakeholders: Asian Development Bank (ADB), UN Development Programme (UNDP), UN Population Fund (UNFPA), and UNICEF. The conference highlighted BOM's activities, focusing on the importance of institutionalizing M&E and strengthening evaluation capacity.

What were the outcomes?

Through the engagement with CLEAR FA, BOM has made preliminary steps in improving M&E systems and practices at the national level. Key achievements include

- **Increased knowledge of best practices in M&E:** Through the work of CLEAR FA, the Director-General of BOM and his team of advisors have become more aware of M&E methodologies, enabling them to make better recommendations to other government units and position themselves as strong advocates for evaluation in their interventions with clients.

- **Improved M&E support to the Office of the Presidency:** The Director-General of BOM stated that there has been an improvement in the quality of technical notes prepared for the Office of the Presidency, with an increased emphasis on public policy evaluation.

- **M&E capacity-building services for government ministries:** BOM is building upon the skills gained through the ToT sessions and is currently working to develop trainings and technical advisory services for M&E units within national-level ministries.

LEVERAGING PROFESSIONAL EVALUATION ASSOCIATIONS FOR ADVOCACY AND CAPACITY BUILDING

Box 3.4

Senegalese Evaluation Association, Senegal

The Senegalese Evaluation Association (SenEval) serves as the main volunteer organization for professional evaluation in Senegal, representing more than 200 professional evaluators. In addition to their formal membership base in the evaluation community, the organization has reached more than 500 stakeholders within government, academia, and civil society through seminars, events, and newsletters. SenEval started in 2003 as an informal network of professional evaluators and officially became a formal organization recognized by the Senegalese government in 2012.

In addition to serving as a VOPE, SenEval's objectives include influencing government policy to support better M&E, as well as building the capacity of professional evaluators in Senegal and beyond. This has been facilitated by SenEval's high-level membership, which encompasses members who work closely with the government; the previous Director-General of BOM is now the acting president of SenEval.

Since 2013, the CLEAR FA Center has been working with SenEval to build the organization's capacity to both provide M&E trainings and influence national-level government policies.

What has been the contribution of CLEAR FA?

CLEAR FA has provided critical support to SenEval, helping establish its current status as Senegal's primary association of professional evaluators. The Center provided SenEval with logistical, capacity-building, and strategic support. This included organizing SenEval's office and developing a strategic plan for the organization. CLEAR FA also provided trainings for the organization's key board members on M&E, strategic planning, and fundraising.

CLEAR FA has been providing support to build the capacity of SenEval's membership. Key activities include

- Supporting the launch of thematic groups: Children and Youth for Evaluation (October 2016), Emerging Evaluators (September 2014);

- Co-hosting key events and conferences: Conference on "Strengthening Capacities in Evaluation: Issues and Innovations" (February 2015);

- Co-hosting training workshops and technical seminars to build the capacity of the organization to eventually conduct their own trainings: technical workshop for young evaluators (September 2014); tools and skills needed to succeed in an evaluator's career (March 2015); training on results-based M&E and institutionalization of independent evaluation, with ADB (May 2015);

- Coaching and supporting young and emerging evaluators on international conference presentations: Canadian Evaluation Society Conference (May 2015). CLEAR also co-signed with SenEval the letters of request for sponsorship to finance the participation of emerging evaluators; these sponsorships have been granted.

What were the outcomes?

Through the engagement with CLEAR FA, SenEval's reach and level of recognition have been enhanced. SenEval has established itself as a nodal organizer for evaluators in Senegal and for much of Francophone Africa. The organization has been active in conducting and promoting seminars, workshops, and high-level conferences, working to promote M&E among political leaders and high-level civil servants. SenEval has also become a central network for emerging evaluators, conducting its own ECD activities for its membership. Despite outcome tracking mechanisms not being fully in place in FY16, anecdotal evidence suggests that

- The capacity of SenEval's members and supporters has been strengthened and the supply of evaluation services has increased;

- The community of practice is expanding, and stakeholders are increasingly participating in debate and advocacy for the institutionalization of evaluation in Senegal;

- A new generation of young evaluators has emerged and they actively contribute to the professionalization of evaluation in Senegal;

- SenEval has a growing reputation thanks to its productions, actions, and its presence at the national and international levels.

South Asia

The CLEAR Center for South Asia (CLEAR SA) has been operational since December 2010 and is based in New Delhi, India. The Center is hosted by the Abdul Latif Jameel Poverty Action Lab South Asia (J-PAL SA) at the Institute for Financial Management and Research (IFMR). J-PAL SA at IFMR is a highly regarded agency in the South Asia region, known for its statistical rigor and capacity to conduct impact evaluations.

In FY16, the Center pursued a more strategically selective approach, in line with the new CLEAR theory of change, delivering services in areas where it could have the highest impact given its regional context and host institution's strengths. In an effort to select its work amid high demand, the Center developed a set of client selection criteria that included the potential/willingness of the client to do, commission, or use evaluation in decision making; the presence of a strong champion or partner buy-in; the strategic placement of the client for achieving greater potential impact or deeper, outcome-oriented engagement in the future; and the willingness of the client to pay for services. This led to an overall decrease in the Center's activities as compared to the previous year (a total of 77 activities in FY15, but 35 activities in FY16).

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SOUTH ASIA

ENABLING ENVIRONMENT

CLEAR SA's contribution to the enabling environment for ECD is pursued through its work with national and subnational governments (Figure 3.3.C) through training, knowledge sharing, and advisory services (Figure 3.3.B). At the **national level**, CLEAR SA continued to promote a culture of evidence-based decision making through capacity building and technical advisory support government officers within the Indian Administrative Services (IAS) and Indian Economic Services (IES), prestigious branches of the Indian civil services. In its work with the IAS, the Center continued its ongoing capacity-building initiative (started in 2011) in partnership with the civil service training academy, the Lal Bahadur Shastri National Academy of Administration (LBSNAA). This academy provides training to civil servants at all levels of their careers, including IAS Officers (Box 3.5). In FY16, CLEAR SA, building on previous work, developed customized case studies with real-world examples for LBSNAA, and held a training of trainers for LBSNAA faculty on using the case study method in their pedagogy. The aim was to inculcate evidence "seeking" and "using" behavior in IAS officers. The transition from the direct lectures and training of previous years to customized case studies and building the capacity of LBSNAA to train its own staff in M&E is an important milestone for the Center in building M&E capacity in the government context.

With the IES, the Center continued to hold its annual two-week M&E course for entry-level IES officers, who go on to work with various state government M&E and planning departments or at the NITI Aayog (formerly the planning commission) at the central government level; it also continues to offer the more advanced three-day course for mid-level officers who already play an important role in government commissioning of evaluations.

At the **subnational level**, CLEAR SA's flagship engagement with the state government of Tamil Nadu aims to increase the quality of the government's own data collection for evaluations and its capacity to manage evaluations (improving organizational-level capacity), while at the same time creating a culture in which the government commissions and uses more evaluation results to make policy decisions (improving the enabling environment for evaluation use). CLEAR SA provides customized training and technical advisory services (Box 3.6). CLEAR SA's services to the Tamil Nadu government have provided a successful model for working with other state governments in India, and the Center has held exploratory consultations with the Department of Health and Family Welfare in West Bengal on providing technical support to scale up evidence-based programing and with the Directorate of Education in the Delhi government to explore capacity building in M&E for their data unit. In addition, the Center held knowledge sharing discussions with high-level policy makers and researchers to incorporate learning and lessons from rigorous evaluations into policies and social programs.

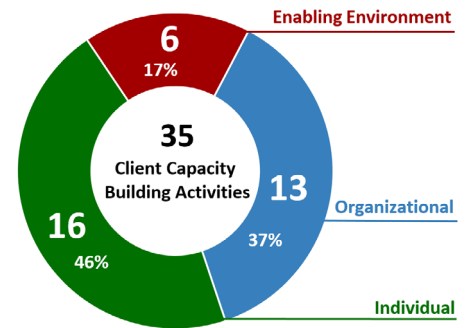## AT A GLANCE

FIGURE 3.3.A: ACTIVITIES PER ECD LEVEL

Enabling Environment — 6 (17%)
Organizational — 13 (37%)
Individual — 16 (46%)
35 Client Capacity Building Activities

FIGURE 3.3.B: ACTIVITY TYPE PER ECD LEVEL

Training Courses or Workshops (19 in total): 2 | 10 | 7
Knowledge Sharing (11 in total): 2 | 9
Technical Assistance and Advisory (5 in total): 2 | 3
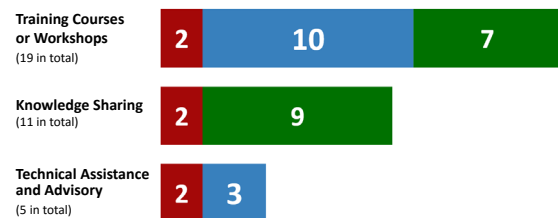
FIGURE 3.3.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (15 in total): 6 | 4 | 5
Civil Society Groups/NGOs (8 in total): 3 | 5
Private Sector (5 in total): 4 | 1
Academia (3 in total): 1 | 2
Research, non-Academia (2 in total): 2
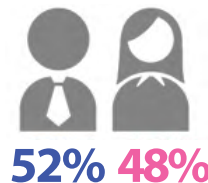Other (2 in total): 1 | 1
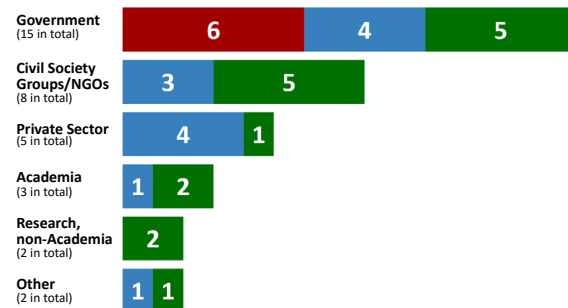
TOTAL PARTICIPANTS
354
This data represent total participants from 13 training courses or workshops, technical assistance and advisory services, and knowledge-sharing activities.
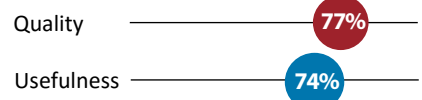
TOTAL PARTICIPANTS BY GENDER

52% **48%**
This data represent gender ratio from 13 training courses or workshops, technical assistance and advisory services, and knowledge- sharing activities.

CLIENT RATINGS FOR SERVICES
(percentage who rated 4 or 5 on a 5-point scale)

Quality — 77%
Usefulness — 74%

These data represent client ratings for services from 13 training courses or workshops, technical assistance and advisory services, and knowledge-sharing activities.

ORGANIZATIONAL

CLEAR SA's work building organizational capacity mostly took the form of customized training courses and technical assistance (Figure 3.3.B) across diverse client groups including civil society organizations, such as BRAC in Bangladesh and Education Initiatives; private sector clients; Axis Bank Foundation; Infrastructure Leasing & Financial Services Ltd (IL&FS); Tata Trusts; and Reliance Foundation; and government clients, including the government of Bhutan and government of Delhi, among others (Figure 3.3.C). Customized trainings (eight in all) were developed after a thorough needs assessment to ensure that the collective capacities of people within these organizations were improved though the training. The needs assessments allowed for content customization to fill specific knowledge gaps. In addition to customized training courses, an example of technical advisory services provided to organizational clients includes an assessment of the ECD landscape in the states of Bihar and Uttar Pradesh to inform the Bill and Melinda Gates Foundation's capacity-building strategy.

INDIVIDUAL

The Center's work on raising the level of knowledge and skills in M&E capacity of individuals was delivered through a combination of open-enrollment courses, and thematic M&E workshops and presentations for knowledge sharing (Figure 3.3.B), across all client groups (Figure 3.3.C). This included two courses on measurement and impact evaluation, involving 52 participants from civil society, government, multilateral, donor, and research organizations. Four one-day workshops—three held alongside M&E conferences and one developed with implementing partner Give India—engaged participants on themes including theory of change and survey design. The Center also engaged individuals though nine open knowledge-sharing events in the form of presentations or participation in roundtables and panels on evaluations in health, education, or poverty alleviation. Each activity was selected deliberately, with the main participants for both training and knowledge-sharing events coming from the government and civil society sectors.

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) is India's premier civil service training academy. It is operated by the central government of India and provides training for the top-level civil servants, which include the Indian Administrative Services (IAS). It delivers training at all stages of a civil servant's career, from entry-level to senior, secretary-level positions.

LBSNAA plays a central role in the capacity development of the IAS, a permanent, high-level bureaucracy that holds responsibility over budgetary and financial decisions as well as policy formulation and implementation. IAS officers serve in every state, playing a key role in day-to-day policy making. Therefore, it is essential that the IAS receive high-quality training in all areas related to policy making, including M&E. The training these officers receive through LBSNAA can potentially influence important policy decisions throughout their careers.

Through a partnership with CLEAR SA, LBSNAA has been working to improve its M&E courses and training pedagogy, with the long-term objective of strengthening senior civil servants' understanding of evaluation methodology and how evaluation can be used to make better policy decisions.

What has been the contribution of CLEAR SA?

CLEAR SA has been working with LBSNAA since 2011. The Center has adopted a progressive, iterative approach to the engagement, testing new ECD models and integrating improvements every year.

The engagement began with lectures on M&E to mid-level and senior-level officers (July 2011, August 2011, July 2013, June 2015), and expanded to trainings for entry-level officers (2014, 2015, 2016). In 2014, CLEAR SA worked to develop and pilot a longer (12-week) course with LBSNAA, which included a "flipped" classroom model. The course consisted of a combination of videos and in-person training for entry-level IAS officers.

Starting in 2015, CLEAR SA developed a training of trainers (ToT) model with LBSNAA, which has allowed LBSNAA staff to integrate CLEAR SA's technical advisory services into their own courses. The Center developed customized case studies for LBSNAA and is working directly with LBSNAA faculty to integrate these innovative, interactive teaching methods.

What were the outcomes?

CLEAR SA worked with LBSNAA to improve its evaluation training pedagogy, integrating a more interactive model for learning how to interpret evaluation findings. Key achievements include

- **An improved, more practicum-focused teaching methodology:** After engaging with CLEAR SA, LBSNAA changed its teaching methodology for some of their core modules from being primarily lecture-focused to being more interactive and practical, using case studies developed by CLEAR SA. The change in pedagogy is geared toward better equipping IAS officers with the analytical skills to use evaluations in decision making. The case studies included real-world examples from education, health, labor, rural development, and sanitation.

- **An increased commitment to building the M&E capacity of civil servants:** In 2016, LBSNAA signed a three-year memorandum of understanding (MoU) with CLEAR South Asia's host institution, J-PAL South Asia. The MoU included a determination to providing more policy-oriented training to civil servants based at LBSNAA. As part of the MoU, LBSNAA and CLEAR South Asia will partner in a broad range of activities that demonstrate the importance of evidence to these future policy makers—including lectures by J-PAL affiliates—and staff; technical training courses; field visits for officers to see ongoing research; and jointly organized events that connect policy makers and researchers. The MoU indicates an increased dedication to evidence-based policy making.
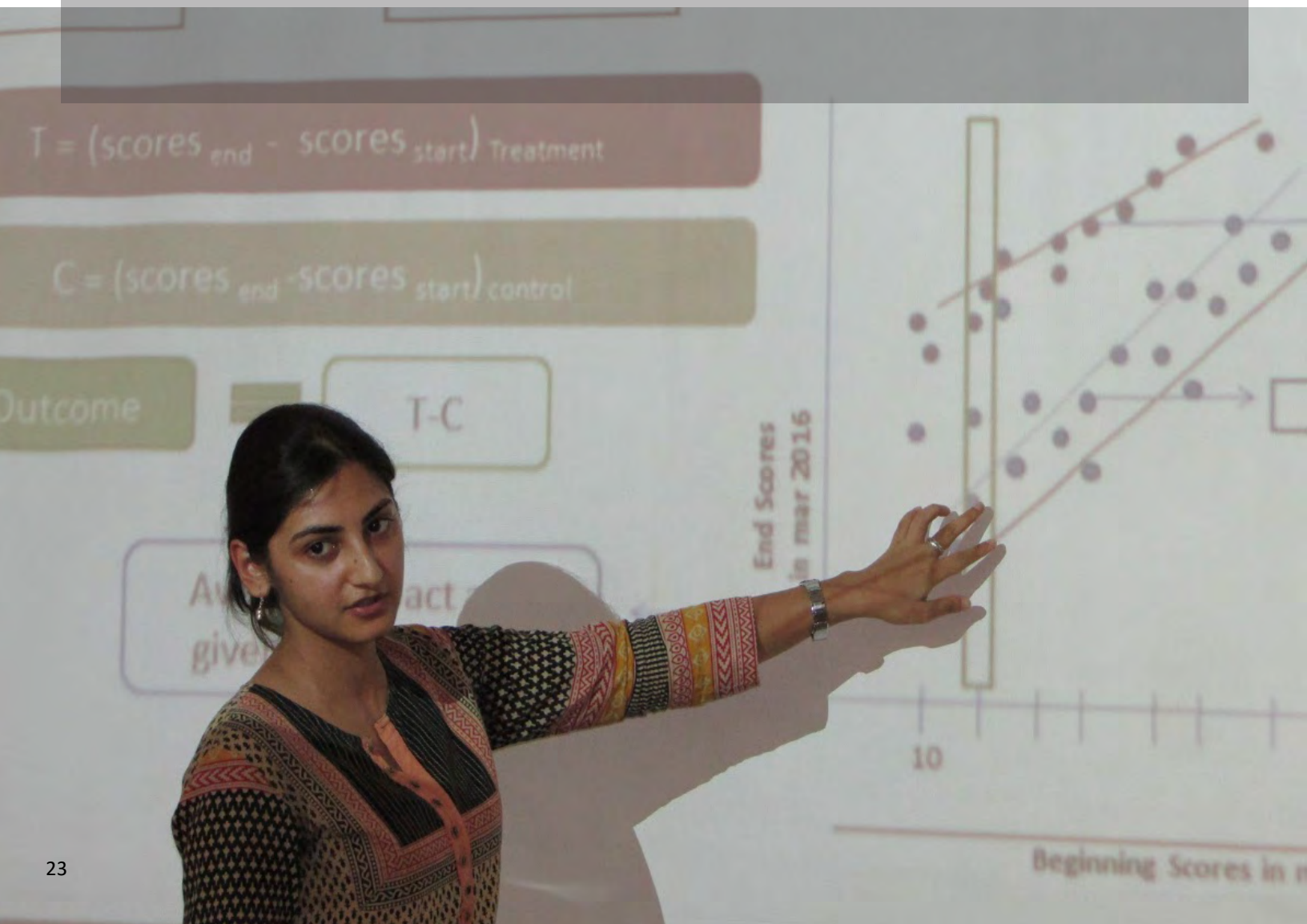
The Department of Evaluation and Applied Research (DEAR) provides evaluation support for the government of Tamil Nadu, India. Created with the recognition that "economic evaluation was an essential link to future planning," DEAR is tasked with managing and commissioning evaluation studies of development programs in the state of Tamil Nadu, providing inputs into department-level budgetary and policy decisions.

Since early 2014, CLEAR SA has been working with DEAR to further build its evaluation capacity, with the ultimate objective of facilitating high-quality evaluations and their use in planning and decision making. The capacity-building engagement served as an essential component of a larger partnership between CLEAR South Asia's host institution, J-PAL South Asia, and the government of Tamil Nadu to institute an evidence-based approach to policy making.

As a nodal evaluation body, DEAR has the potential to play a pivotal role in informing government departments through research and evaluation. Thus, the quality of its work is essential to sound decision making. As data collection and evaluations improve, better information is provided to state-level departments, with the ultimate aim of improving the use of data and evaluation in decision making.

What has been the contribution of CLEAR SA?

Since early 2014, CLEAR SA has been providing training and advisory services to the government of Tamil Nadu to strengthen the state's evaluation capacity and monitoring systems. Through initial conversations and needs assessments, the Center identified key areas for improvement: data collection and data quality. It devised a comprehensive approach to ECD, which included hands-on technical advice on a survey of nutritional outcomes and a series of targeted workshops.

Through six workshops and more than 140 hours of technical advice, CLEAR SA worked with DEAR to build its capacity to conduct and use higher-quality evaluations. This work included workshops on best practices in evaluation (May 2014), survey design (October 2014), piloting surveys (March 2015), data quality (May 2015), and evaluation guidelines (May 2016), as well as a conference on the use of evaluations in policy making

(July 2015). These engagements have supported DEAR in improving data collection, conducting quality checks, presenting evaluation findings, and demanding higher-quality evidence.

What were the outcomes?

In partnership with CLEAR SA, the government of Tamil Nadu and DEAR have been working toward improving the quality of their evaluations, as well as building demand for high-quality evaluations among government departments. Key milestones include

- **Improved evaluation practices and protocols:** "There are massive positive signs in the Department of Evaluation and Applied Research. The department (today) looks very different from when the engagement started more than two years ago. The manner in which the department staff approach their tasks now is significantly better than what it was before this engagement. Specifically, their confidence levels, their approach to work, and quality of work have all improved considerably."—*S. Krishnan, Principal Secretary, Planning, Development, and Special Initiatives Department, government of Tamil Nadu* (June 2016)

- **Improvements in data collection:** Through CLEAR SA's training and advisory services, DEAR has improved its data collection practices to ensure better sampling methodology, surveys, and data quality. In 2014–15, DEAR conducted a child nutritional outcome survey for the Department of Social Welfare with CLEAR's technical guidance and expertise. This was one of its first large-scale statewide surveys (all 32 districts, more than 40,000 children) to use representative sampling and quality control measures.

- **An increased demand for high-quality data and evaluations:** DEAR was able to leverage the experience from successfully managing and completing the nutritional outcomes survey, building demand for large-scale studies among other departments. In 2015–16, DEAR took on 11 new studies, 5 of which will be externally commissioned. The increased demand for evaluation was a result of the successful completion of the nutritional outcomes survey, which received high recognition through the state government departments. It is anticipated that the results of the nutritional outcomes survey will also be used for further decision making and will serve as a benchmark for high-quality evaluation.

Latin America and the Carribean

The CLEAR Center for Latin America and the Caribbean (CLEAR LAC) has been operational since 2012 and is based in Mexico. The Center is hosted by the Center for Research and Teaching in Economics (CIDE), an institution of excellence specializing in the social sciences.

Although the supply of ECD services in Latin America and the Caribbean has been increasing, mostly through academic and training institutions, and there is growth in national and regional M&E networks, there are still important gaps: (i) the need for more customized services and (ii) meeting the desired rigor and quality of evaluative evidence. Moreover, M&E planning and systems across the region remain underdeveloped and the motivation to produce and use M&E data is still nascent in most countries. Against this backdrop, CLEAR LAC continued its emphasis on contributing to the improvement of evidence-based policy decisions by generating and disseminating M&E information, analysis, and evidence to promote an understanding of M&E theory and practice; contributing to the development and institutionalization of M&E practices in specific organizations through the provision of advisory services and applied evaluative research products; and developing high-quality training services tailored to specific clients' needs. In order to work beyond Mexico, the Center participated in and held international seminars and conferences, produced regional research publications, and held training courses in El Salvador, Nicaragua, Panama, and Peru.

ENABLING ENVIRONMENT

To support the M&E-enabling environment in the region, in FY16, CLEAR LAC focused on participating in conferences, panel discussions, and seminars to share knowledge; and developed applied research products to contribute to the dialogue on strengthening M&E use and evaluation systems (Figure 3.4.B). The main client groups for these services were government, academia, and civil society organizations (Figure 3.4.C).

To fill an important knowledge gap around the status of M&E in Latin America and the Caribbean, the Center developed a seminal publication, *M&E Outlook* (*Panorama de los sistemas nacionales de monitoreo y evaluación en América Latina*). It presented a comparative analysis of the national M&E systems in 10 Latin American countries, with the goal of encouraging dialogue, promoting rigorous research, and stimulating policy changes in the region. The *M&E Outlook* is the most recent and up-to-date overview of national evaluation systems in Latin America and the Caribbean, and has already been presented and discussed in various international forums. The Center plans to refine the *M&E Outlook* and increase its purview to cover more countries on an ongoing basis.

Another cornerstone of the Center's broader effort to strengthen the M&E-enabling environment was promoting the use of evaluation results. The Center held an international seminar on the use of evaluation in public policy, attended by more than 190 in-person and 400 virtual participants—researchers, practitioners, and officials from governments and international institutions. This seminar was held as part of Evaluation Week in Mexico (Box 3.7) and led to deep intercontinental exchanges of experiences, ideas, and learning on the use of M&E.

ORGANIZATIONAL

For strengthening ECD at the organizational level, CLEAR LAC has focused mostly on building the capacity of government agencies (Figure 3.4.C) through technical assistance, training and workshops, and sharing of knowledge (Figure 3.4.B). In FY16, the Center worked with multiple government clients, including the Mexican Ministry of Public Education, the Mexican Ministry of Social Development, the Mexican Consumer Protection Agency, Mexico City Health Ministry, and the Colombian Ministry of Health, to conduct, or build capacity to conduct, evaluations with emphasis on the identification and implementation of recommendations that would improve results. It also provided technical assistance to Mexico´s City Public Administration School to successfully implement an M&E reform process that would increase the use of evidence at the local government level, and it delivered a customized training course to build M&E skills for auditors working for the performance evaluation unit of the Mexican Federal Audit Bureau. To develop the evaluation capacity of civil society organizations, CLEAR LAC conducted a five-day course on results-based management with participants from 15 different organizations (Box 3.8).
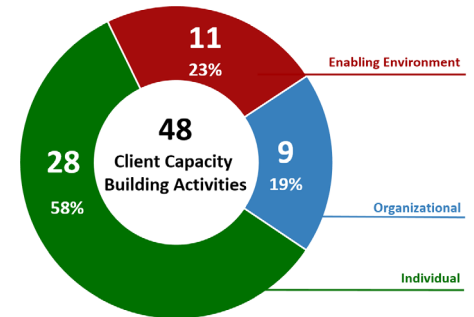
AT A GLANCE

FIGURE 3.4.A: ACTIVITIES PER ECD LEVEL

48 Client Capacity Building Activities

- Enabling Environment: 11 (23%)
- Organizational: 9 (19%)
- Individual: 28 (58%)

FIGURE 3.4.B: ACTIVITY TYPE PER ECD LEVEL

- Knowledge Sharing (22 in total): 8 | 1 | 13
- Training Courses or Workshops (15 in total): 2 | 13
- Technical Assistance and Advisory (6 in total): 6
- Knowledge & Applied Research Products (3 in total): 3
- Scholarships, Internship, and Mentoring (2 in total): 2
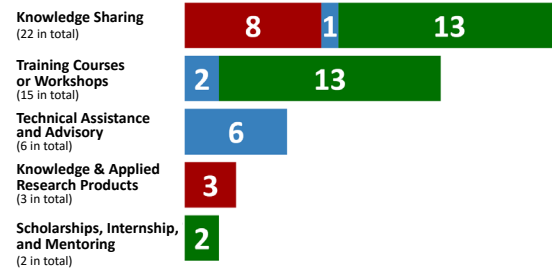
FIGURE 3.4.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

- Government (29 in total): 7 | 8 | 14
- Academia (10 in total): 3 | 7
- Civil Society Groups/NGOs (5 in total): 1 | 4
- M&E Network (3 in total): 1 | 2
- Other (1 in total): 1
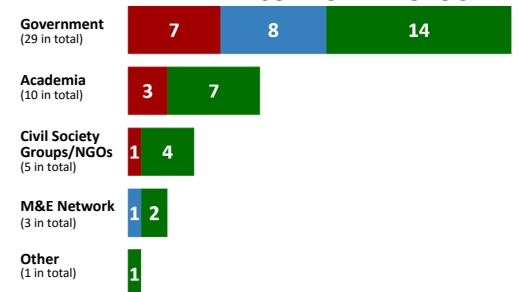
TOTAL PARTICIPANTS

958

This data represent total participants from 23 training courses or workshops, technical assistance and advisory services, scholarships, internship, and mentoring, and knowledge-sharing activities.

TOTAL PARTICIPANTS BY GENDER

48% **52%**

This data represent gender ratio from 21 training courses or workshops, technical assistance and advisory services, scholarships, internship, and mentoring, and knowledge-sharing activities.
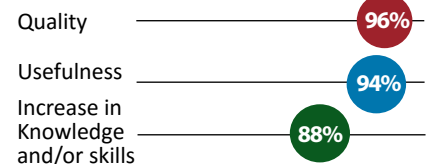
CLIENT RATINGS FOR SERVICES
(percentage who rated 4 or 5 on a 5-point scale)

- Quality: 96%
- Usefulness: 94%
- Increase in Knowledge and/or skills: 88%

These data represent client ratings for services from 15 training courses or workshops, technical assistance and advisory services, and knowledge-sharing activities.

In addition to its focus on government clients, the Center also built on its ongoing strategic priority to actively support the development of both new and existing M&E networks in the region. This year the Center played a leading role in organizing the 10th annual meeting of the Latin American and the Caribbean Network of Monitoring and Evaluation in Panama, which attracted 200 participants. It also contributed to the creation of a new M&E network in Central America and an M&E network of Mexican subnational governments.

INDIVIDUAL

The largest share of the activities implemented by the Center in FY16 targeted the individual level of capacity development: 28 out of 48 activities. This was done mostly through training and workshops, and knowledge sharing activities (Figure 3.4.B) across diverse client groups including government, academia, and civil society organizations (Figure 3.4.C). These included 13 training courses or thematic M&E workshops involving more 430 participants from government, civil society, and academia on a wide range of subjects: management, analysis, and use of M&E in public policy; impact evaluation; designing indicators; and participatory evaluation. These training course

and workshops were held in Mexico, Nicaragua, and Peru. Overall, 93 percent of participant respondents cited a high "increase in knowledge and/or skills" after attending the course or workshop.

The Center also promoted peer learning and knowledge sharing through panel discussions and presentations at conferences such as the American Evaluation Association, the National Evaluation Conference, and the Latin American and the Caribbean Monitoring and Evaluation Network on themes such as the Sustainable Development Goals and evaluation, complexity and evaluation, and indicator development. These presentations were held in countries including Argentina, Chile, Colombia, and Peru.

In November 2015, Mexico's National Council for the Evaluation of Social Development Policy (CONEVAL) selected CLEAR LAC for a special award in recognition of its work in capacity building in evaluation and monitoring. This prestigious recognition is awarded to institutions that have made substantial contributions to strengthening capacity for M&E at the national and subnational levels.

COUNTRYWIDE, WEEK-LONG EFFORT: EVALUATION WEEK IN MEXICO — Box 3.7

Evaluation Week in Mexico is a multicity meeting point for M&E stakeholders from federal and subnational government institutions, academia, and civil society to promote evaluation and share knowledge on M&E. The primary objective of Evaluation Week is to create awareness of evaluation efforts among all M&E stakeholders and thereby strengthen understanding of how evaluation can be used to make better policy decisions. It is one of the first initiatives to build stronger networks at the subnational level and throughout the country.

CLEAR LAC played a crucial role and collaborated with key Mexican stakeholders (Ministry of Finance, National Council for the Evaluation of Social Development Policy—CONEVAL, and Mexican Agency

for Development Cooperation) and J-PAL to organize Evaluation Week in Mexico for 2015 and 2016. The Center was able to leverage the momentum from the 2015 International Year of Evaluation (EvalYear 2015), identifying a need for M&E knowledge exchange and promoting evaluation use at the subnational level.

Through the convening efforts of CLEAR LAC, more than 80 (2015) and 90 (2016) M&E knowledge-sharing events (including roundtables, conferences, expert panels, presentations, and seminars) were conducted throughout Mexico, representing 44 institutions in 13 state-level governments during this week. These events focused on high-level discussions on challenges and opportunities for the use of evaluation.

Verónica Zavala — BID en México — clear

Gabriela Pérez — Centro CLEAR para América Latina — clear

Blanca Heredia — PIPI — clear

Sergio Ló... — CIDE

What has been the contribution of CLEAR LAC?

CLEAR LAC conducted a call for proposals from a diverse set of M&E actors in Mexico. Along with its partners, the Center analyzed all proposals and curated a list of key strategic events that best met the objectives of Evaluation Week in Mexico. Serving as the nodal organizer for the week, CLEAR LAC increased the reach of the various events through its convening power but also by leveraging social media to reach those who could not attend.

Lastly, the Center worked on collecting lessons from the week to better facilitate subnational M&E exchanges in the future. These lessons were captured in a document to be used as a "go-to" guide to the current status of M&E debates in Mexico, providing an overview of the various themes that are currently being discussed, as well as of the main institutions in the country related to M&E at the national, state, and local levels.

The countrywide, week-long effort created forums for collaboration and stronger M&E networks. Activities for 2016 included

- An international seminar on the use of evaluation in public policy (Center for Research and Teaching in Economics–CIDE, May 23–24)

- A dialogue on evaluation experiences and international cooperation, with a focus on the UN Sustainable Development Goals—SDGs (Mexican International Development Cooperation—AMEXCID, May 25)

- A conference, panel, and roundtable discussion on local evaluation experiences (state government of Jalisco, May 25–26)

- A seminar on results-based planning in subnational governments (Secretariat of Finance and Public Credit—SHCP, May 27)

What were the outcomes?

This effort in creating awareness of evaluation succeeded beyond expectations. Evaluation Week in Mexico created a unique learning opportunity for institutions outside of major cities, where M&E knowledge transfer is often limited. The week created a public space for M&E knowledge, where participants could actively share evaluation strategies, methodologies, experiences, and results. The week received national coverage and has been included in the 2016 State of the Union Annual Report presented by the president of Mexico.

Among the actual outcomes of Evaluation Week in Mexico 2016 was the signing of a technical cooperation agreement between the state governments of Jalisco and Coahuila de Zaragoza. This agreement included provisions for transferring lessons from one state to another, focusing on the use of technology for monitoring and collecting data on key development indicators. The agreement marked a commitment to furthering M&E knowledge exchange and strengthening M&E networks at the subnational level.

Additionally, in response to a call for proposals, the Center received proposals from 13 state-level governments outside of Mexico, indicating an increased demand for M&E knowledge exchange throughout the region. As a result, CLEAR LAC is exploring the option of expanding Evaluation Week 2017 to the rest of Latin America and the Caribbean.

Box 3.8

RESPONDING TO CAPACITY BUILDING NEEDS OF

Civil society organizations play a key role in public service delivery throughout Latin America. A regionwide emphasis on income equality, human rights, and transparency strengthened the visibility of these organizations. However, they often lack the capacity to conduct high-quality, rigorous monitoring and evaluation at an organizational level.

In order to better understand the evaluation capacity needs within civil society organizations, CLEAR LAC held a series of interviews and informal meetings in 2013 and 2014. During this period, the Center was also seeing an increased demand for M&E courses within civil society. Because of these interviews and meetings, CLEAR LAC identified the specific capacity-building needs among these organizations, which served as the basis of a tailored course for civil society organizations, focusing on results-based management.

In October 2015, CLEAR LAC conducted a five-day course on Results-Based Management for Civil Society. It drew 30 participants from 15 organizations throughout Latin America (Argentina, Bolivia, Chile, Colombia, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Paraguay, and Peru). Organizations represented include Amnesty International, National Democratic Institute, Transparency International, and World Vision. The objective of the course was to improve the M&E skills and practices of key individuals within these organizations, ultimately facilitating the use of evaluation in their decision-making processes.

What has been the contribution of CLEAR LAC?

CLEAR LAC served as the main organizer of the Results-Based Management course, reviewing course applications (30 participants selected from a pool of more than 350 applicants), planning and implementing the course, providing course materials, and shaping the course curriculum with a master trainer. The overall coordination for the course spanned eight months.

What were the outcomes?

The course helped push development organizations in Latin America to improve their M&E skills, knowledge, and practices. As a result of this success, CLEAR LAC intends to broaden its interaction with civil society organizations not only through courses but also by engaging them in events and offering them technical assistance. Key outcomes include

- **An increased awareness of M&E methodologies:** Of the 30 participants, 81 percent cited high levels (4 or 5 on a 5-point scale) of "increased knowledge and/ or skills" after attending the course or workshop. In testimonial videos, participants described the role the course has played in advancing their M&E knowledge, as well as their motivation to bring what they learned to their home institutions.

  "This has been a very rich experience, strengthening the methodologies that we are using in the Dominican Republic, especially in my organization, on the topic of the evaluation of public programs. The lessons learned here will help me in my job. The course has helped a lot in clarifying doubts, and provoking questions that continue to deepen our understanding of M&E."
  —*Anthony Brice, Ciudad Alternativa, Dominican Republic*

- **Improved M&E practices and strategies in participants' home institutions:** Evidence of the course's impact could be seen in the revisions that participants made to the strategic plans of their nongovernmental organizations (for example, modification of indicators) as well as improvements to the quality of their evaluation reports. The Center has identified one case where the course was replicated, made possible by the "public good" nature of the course material. Gustavo Andrés Benítez from *Asociación Igualdad* (Paraguay), replicated the course content, with the help of both the content learned and networks developed during the course. The Center intends to keep track (with the use of tracer surveys) of all its students to continue gaining insight on how M&E practices and strategies have been implemented in other institutions as a result of the course.

Brazil and Lusophone Africa

The CLEAR Center for Brazil and Lusophone Africa (FGV/EESP CLEAR) started operations in September 2015 and is the newest Center in the CLEAR family. The Center is based in São Paulo, Brazil, and is hosted by Fundação Getúlio Vargas (FGV), a renowned think-tank and higher education institute dedicated to promoting Brazil's economic and social development. By end-FY16, FGV/EESP CLEAR had not yet completed a full year of operations but had started establishing strong relationships with public sector and corporate clients and building the foundations of its future work at all levels of evaluation capacity development. In FY16 it focused on rooting itself in Brazil before exploring opportunities in Lusophone African countries.

FGV

clear
Centers for Learning on Evaluation and Results
BRAZIL & LUSOPHONE AFRICA

FIGURE 3.5.A: ACTIVITIES PER ECD LEVEL

5 — 19% — **Enabling Environment**

26 Client Capacity Building Activities

21 — 81% — **Organizational**
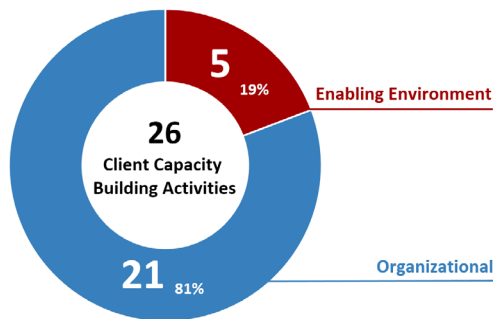
FIGURE 3.5.B: ACTIVITY TYPE PER ECD LEVEL

Technical Assistance and Advisory (14 in total): 14

Knowledge & Applied Research Products (10 in total): 3 | 7

Knowledge Sharing (2 in total): 2
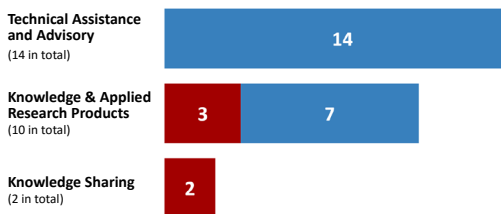
FIGURE 3.5.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (18 in total): 4 | 14

Private Sector (7 in total): 7

Research, non-Academia (1 in total): 1
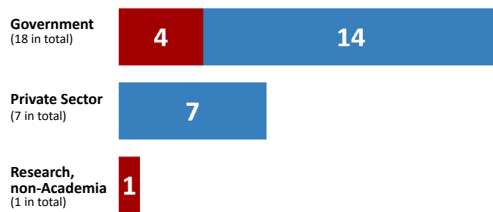
TOTAL PARTICIPANTS

233

This data represent total participants from 2 knowledge-sharing activities, and knowledge and applied research products.

TOTAL PARTICIPANTS BY GENDER

44% 56%

This data represent gender ratio from 1 knowledge-sharing activity.

CLIENT RATINGS FOR SERVICES

(percentage who rated 4 or 5 on a 5-point scale)

Quality ———— **85%**

Usefulness ———— **85%**

These data represent client ratings for services from 1 knowledge and applied research product,

ENABLING ENVIRONMENT

At the enabling environment level, FGV/EESP CLEAR worked to increase awareness in government clients (Figure 3.5.C) by developing applied research products and sharing knowledge (Figure 3.5.B). FGV/EESP CLEAR was launched in September 2015 during a two-day seminar to discuss the importance of results-based management and effective M&E systems in Brazil. The Center partnered with the Applied Economic Research Institute and the Brazilian Development Bank to have a broad reach and attract public sector participants to this event. In addition to hosting this high-level event, in FY16 the Center also started work on two initiatives to increase M&E awareness and access to evidence. The first is a "how-to" guide in Portuguese on developing M&E systems for government clients. The second is a series of policy briefs that assimilate evidence on social programs and public policies, translating scientific studies into accessible and comprehensible language, targeted at public sector and social program managers and coordinators.

ORGANIZATIONAL

At the organization level of capacity building, this year the Center launched work with two sets of clients: government agencies and the private sector (Figure 3.5.C). The main delivery modalities adopted were technical assistance and advisory services, and development of applied research products (Figure 3.5.B). In the public sector space, FGV/EESP CLEAR focused on improving M&E practices and increasing the uptake of evidence in decision making by providing technical assistance to clients who are already aware of the importance of M&E but need enhanced organizational capacity to implement changes. Key clients for FGV/EESP CLEAR included two institutions in the state of Santa Catarina: Santa Catarina's Secretariat for Education and the Federation of Industries of Santa Catarina. The Center provided research and evaluation support for a better understanding of the state's technical and vocational programs with a view to improving their implementation (Box 3.9). Another important client was the Ministry of Finance. FGV/EESP CLEAR assisted the ministry by providing an ex-ante evaluation of Brazil's worker protection policies, with the aim to improve the design of the country's labor market protection programs and policies (Box 3.10). The Center also completed the implementation of a cost assessment of Brazil's National School Feeding Program for the National Fund for Education Development. This assessment will help to determine required federal transfers to schools and will also serve as a reference for the implementation of similar programs in African countries.

In the private sector segment, the Center focused on improving M&E practices and knowledge in corporate social branches by providing technical assistance on M&E systems and generating evidence through evaluations. Working with corporate clients allowed the Center to build technical assistance experience and generate income through paid services. A key client was the JP Morgan Chase Foundation; the Center helped the Foundation by identifying supply-demand gaps in labor skills in São Paulo through both secondary and primary research (industry surveys). Further, the Center started two impact evaluations that will be completed in FY19. The first on behalf of the Lemann Foundation is on the impact of the Portuguese version of the Khan Academy, an online

platform for improving the mathematics performance of public school students. The second on behalf of the State of Espírito Santo is on the impact of the Labor@rte program, which empowers vulnerable youth through entrepreneurship.

INDIVIDUAL

In FY16, the Center put into place the basic building blocks for open-enrollment M&E training courses to strengthen the M&E skills and knowledge of individuals in the region. This training includes a basic M&E course (six months, 156 hours in total) and an advanced M&E course (four months, 112 hours in total) that will be delivered in collaboration with FGV starting FY17. Course material for both courses will be posted online as a public good, and certificates to participants will be provided under the FGV umbrella. These courses will be offered in two different ways—the first with a predetermined curriculum targeting public and social program managers and (potential) evaluators, and the second in a customized way based on demand, targeting public sector clients.

IMPROVING TECHNICAL AND VOCATIONAL EDUCATION THROUGH RESEARCH AND EVALUATION

Box 3.9

State of Santa Catarina, Brazil

In 2015–16, FGV/EESP CLEAR conducted a multitiered evaluation for the state of Santa Catarina's Secretariat for Education, the Federation of Industries of the State of Santa Catarina (FIESC), and the Inter-American Development Bank (IDB).

FIESC represents the state's industrial sector, serving as an umbrella organization for more than 141 unions, as well as 50,000 companies and 800,000 workers. Affiliated with the National Confederation of Industry (CNI), its mission is to promote the industrial development of Santa Catarina, contributing to the overall improvement of socioeconomic conditions in the state. The state of Santa Catarina's Secretariat for Education is the central organ for the State System of Education, responsible for overseeing policies and programs in basic, vocational, and higher education. Together, both organizations are key stakeholders in improving vocational and technical programs in the state.

The main objective of the initiative, funded by the IDB, was for FIESC and the Santa Catarina Secretariat for Education to gain a better understanding of technical and vocational programs, including the mismatch between labor supply and demand, with an ultimate objective of improving the implementation of technical programs. The Center's work was to include suggestions on how to redesign and improve technical programs (including indicators to measure improvement) according to the findings presented in its study.

What has been the contribution of FGV/EESP CLEAR?

FGV/EESP CLEAR conducted a multipart evaluation titled "Study on Technical Programs for the Articulation of Secondary and Professional Education in the State of Santa Catarina." The specific components of the study included

- August–December 2015: Study of the state's economy and technical skills demanded by the market
- August 2015–June 2016: Mapping and characterization of technical programs
- August 2015–July 2016: Development of logic models for each program
- September 2015–December 2015: Institutional diagnosis of the programs
- September 2015–March 2016: Diagnosis of M&E strategies and suggested indicators
- September 2015–September 2016: Impact evaluation and cost analysis
- August–September 2016: Identification of mismatches between technical skills supply and demand
- May–August 2016: Literature review on similar national and international initiatives
- September 2016: Delivery of recommendations for the improvement of technical programs.

What were the outcomes?

Both the Federation of Industries of the State of Santa Catarina and the state of Santa Catarina's Secretariat for Education were able to gain knowledge on the current status of the state's economy, knowledge of the demand for technical skills in the states, and an overview of the technical programs in the state. FGV/EESP CLEAR also delivered a set of recommendations based on the findings of its extensive analysis of the current needs for technical education. These included (i) how to further monitor and evaluate these programs, (ii) how to adapt technical education to the new Education System the Ministry of Education wants to implement, (iii) how to rethink technical education as a step conducive to university, and (iv) how to survey students while they are enrolled and to track them after they complete the course so as to generate evidence for future improvement of the program.

In October 2016, the Center delivered the findings of the study, as well as a proposal for programmatic changes. Additionally, the Center conducted a workshop on the findings in November 2016. From these preliminary steps, the state of Santa Catarina is working to improve technical education in the state and reduce mismatches in the labor market.

INFLUENCING POLICY CHANGE THROUGH EX-ANTE EVALUATION
Ministry of Finance, Brazil

Box 3.10

In June 2016, Brazil's Ministry of Finance commissioned FGV/EESP CLEAR to conduct a study on the country's Worker Protection Network. Responsible for formulating and implementing the country's economic policy, the Ministry of Finance sought recommendations on how to improve Brazil's social and worker protection programs.

Facing budgetary constraints, the Ministry of Finance commissioned a series of evaluations to improve the efficiency of current programs. Brazil's Worker Protection Network represents approximately 10 percent of the country's national public expenditure, covering complex and wide-reaching programs, including Bolsa Família (one of the largest conditional cash transfer programs in the world) and the Guarantee Fund for Employees (FGTS, a fund created by the federal government in 1967 to protect dismissed workers). Since 2008, FGTS has also provided funds for infrastructure and property for those in the lower income categories.

Because these programs are essential to Brazil's wider social protection network, the Ministry recognized the importance of conducting an ex-ante evaluation before proposing extensive policy changes. The objective of this study was to gain a better understanding of labor market institutions and the Brazilian Worker Protection Network, ultimately improving the design of the country's labor market protection policies.

What has been the contribution of FGV/EESP CLEAR?

From June to September 2016, FGV/EESP CLEAR conducted an extensive overview of Brazil's labor market institutions and Worker Protection Network. Components of the study addressed the following questions:

• **Rationality:** What is the importance of a worker protection network to fighting poverty and inequality,

incentives for formalization of labor relations, and for raising productivity?

• **Description of the Current Brazilian Worker Protection Network**

• **Labor Market:** How have the main indicators of the Brazilian labor market evolved throughout the past two decades, particularly turnover, employment and unemployment, informality rates, wage levels, and wage inequality? What are the future perspectives, in the face of a potential long recession?

• **Logic Model:** What are the expected impacts of each component of the network?

• **Proposal of Redesign:** How can the current system be redesigned for more fiscal sustainability and better worker protection?

The Center made specific recommendations to improve the beneficiary selection process for Bolsa Família, as well recommendations to streamline the FGTS program and encourage individual savings accounts.

What were the outcomes?

In September 2016, newspapers released unofficial indication that the government was studying some possibilities of changing Brazil's social protection programs; many of the announced/anticipated changes overlapped with recommendations that the Center had proposed through the ex-ante evaluation, indicating that the Center´s study had an important role in the government´s decision-making process. Additionally, representatives from the Ministry of Finance contacted FGV/EESP CLEAR throughout the course of the evaluation, requesting additional calculations and the cost estimates of the Center's proposed recommendations.

The Center was thus able to provide important inputs into Brazil's social and worker protection policies.

East Asia

The CLEAR Center for East Asia (CLEAR EA), based in Shanghai, China, has been operational since 2012. The Center is hosted by the Asia-Pacific Finance and Development Institute (AFDI) at the Shanghai National Accounting Institute (SNAI). AFDI was set up (and is primarily funded) by the Ministry of Finance (MoF) of China. Its main aim is to promote capacity building in finance and development among Asia-Pacific Economic Cooperation (APEC) member economies.

East Asian countries, particularly China, are pushing for and establishing systems for M&E and performance-based budgeting. For instance, since 2011 all central government–funded projects in China of over 5 million RMB are required to be monitored and evaluated by their respective budgeting departments, either by evaluation professionals or government officials. In 2015 alone, an estimated 7,000 billion RMB (US$1.17 trillion) in publicly funded projects was evaluated—a figure representing nearly half of China's total annual fiscal revenue. The legislative requirement to evaluate publicly funded programs has also led to a dramatic increase in the number of private firms offering M&E services, from zero in 2011 to more than 150 in 2016 in Shanghai alone. However, the quality of this expanding supply remains generally low and quite variable.

In response to the high demand for M&E demand and the low quality of supply, CLEAR EA focuses on delivering high-quality capacity development services through training and technical assistance to government counterparts. The Center's strategic location within the MoF provides it with a unique opportunity to influence "from the inside" and develop close partnerships with key stakeholders in the public sector in China. While China remains the focus of the Center's activities, CLEAR EA does train participants from outside China through its international training courses.

ENABLING ENVIRONMENT

A major focus of the Center's work has been to nurture an enabling environment for ECD in China through training and workshops for adaptation of international best practices (Figure 3.6.B). In particular, given its host agency's linkages to issues around accounting and budgets, the Center has played an important role in developing the country's performance-based budgeting and results-based management orientation. The intellectual and funding partnership between the Ministry of Finance, World Bank, and Asian Development Bank on joint ECD activities predates the Center's existence, and CLEAR EA continues to develop activities to strengthen this knowledge exchange partnership and make it grow. Inspired by the Shanghai International Program for Development Evaluation Training (SHIPDET) course launched in collaboration with the ADB and World Bank in 2007, and building on the annual Chinese language–version "domestic SHIPDET" introduced in 2013, the Center continued to expand its domestic SHIPDET to participants well beyond the MoF in FY16. The program expanded to include public officials from other ministries and regional provinces involved in projects funded by international financial institutions (IFIs), as well as private evaluation professionals tasked with evaluating such projects (Box 3.12). These domestic SHIPDET courses have a direct influence among their graduates and sponsors in developing and embedding M&E practices and systems in their respective agencies and corresponding line ministries. In FY16, the Center's flagship domestic SHIPDET course included 76 people; 89 percent of feedback respondents assessed their "increase in knowledge and skills" from the training as "high" (5 or 4 on a 5-point scale). In partnership with the National Development and Reform Commission (NDRC), the Center also delivered a seven-day basic M&E course to 50 county-level government officials from six western provinces in China that have low levels of M&E knowledge and face sizable development challenges. Just over 80 percent of these participants cited high levels of increase in knowledge and skills.

ORGANIZATIONAL

With its strategic placement in an accounting institute and linkages to the Ministry of Finance, CLEAR EA interacts regularly with important national, provincial, and municipal finance bodies to build their organizational capacity through training courses and workshops, technical advisory and knowledge sharing activities (Figure 3.6.B). One of its strongest partners is the Shanghai Municipal Finance Bureau (SMFB). In FY16, the Center delivered a customized training course for SMFB to learn from the International Fund for Agricultural Development's (IFAD) Approach to Project Evaluation; it brought in leading academics and experts on M&E for a seminar on performance-based budgeting; and offered SMFB technical assistance aimed at strengthening its performance evaluation quality review system (Box 3.11). It also provided advisory services to the Fujian Provincial Finance Department in the evaluation of a World Bank loan project that aimed to upgrade urban transportation in the province.

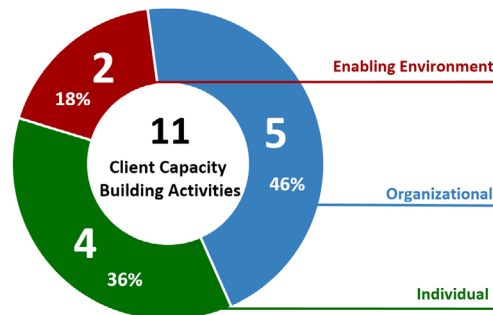## AT A GLANCE

FIGURE 3.6.A: ACTIVITIES PER ECD LEVEL

11 Client Capacity Building Activities

- Enabling Environment: 2 (18%)
- Organizational: 5 (46%)
- Individual: 4 (36%)

FIGURE 3.6.B: ACTIVITY TYPE PER ECD LEVEL

Training Courses or Workshops (7 in total): 2 | 1 | 4

Technical Assistance and Advisory (3 in total): 3

Knowledge Sharing (1 in total): 1

FIGURE 3.6.C: ACTIVITIES PER ECD LEVEL BY CORE CLIENT GROUP

Government (11 in total): 2 | 5 | 4

TOTAL PARTICIPANTS

11,284

This data represent total participants from 8 training courses or workshops.

TOTAL PARTICIPANTS BY GENDER

59% 41%
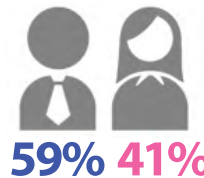
This data represent gender ratio from 6 training courses or workshops.

CLIENT RATINGS FOR SERVICES
(percentage who rated 4 or 5 on a 5-point scale)

- Quality — 93%
- Usefulness — 78%
- Increase in Knowledge and/or skills — 88%

These data represent client ratings for services from 4 training courses or workshops.

At the individual level of capacity development, the Center offered open enrollment training courses (Figure 3.6.B) across the region through its International SHIPDET course, and in China through M&E training in cooperation wi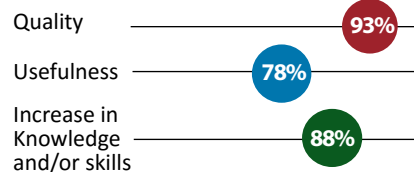th host partner SNAI. In FY16, CLEAR EA delivered two international SHIPDET courses: the seven-day basic M&E course and the five-day course with modules on needs assessment and cost-benefit analysis. These courses targeted government officials from 20 countries across Asia, researchers and academics, and graduate students; fewer than 10 percent of its participants for these two SHIPDET courses were from China. Of the 88 participants, more than 92 percent cited high levels of increased knowledge and skills due to the course. In the China market, the Center collaborated with SNAI to embed M&E themes in its short-term open-course training in public administration, accounting, and other standalone thematic evaluation courses. The face-to-face course, tailored to finance officials and evaluators from intermediaries, reaches about 1,000 participants per year. The online course, which targets certified public accountants and government financial staff, reaches about 10,000 participants per year.

SETTING UP A PERFORMANCE EVALUATION CAPACITY REVIEW SYSTEM

Box 3.11

Shanghai Municipal Finance Bureau

The Shanghai Municipal Finance Bureau (SMFB) is responsible for managing government revenue and expenditure, supervising economic development policies, and making decisions on government investment projects for the municipal area of Shanghai. As a core decision-making body within the government of Shanghai, the SMFB established a performance evaluation management division in 2010. This division manages and commissions performance evaluations, with the aim of using M&E to inform public expenditure and government investment decisions.

The working protocol of SMFB involves commissioning third-party independent evaluation teams, who are selected to conduct the evaluations. Since 2010, SMFB has found that the quality of performance evaluations conducted by external evaluators has been uneven, both in terms of the quality of work and the competencies of the evaluation teams.

As a result, SMFB sought to review the quality of the work by third-party evaluators and to develop a system to better monitor and improve performance evaluations in Shanghai.

What has been the contribution of CLEAR EA?

The CLEAR EA Center has maintained a strong relationship with the SMFB since 2012, through both training and technical advisory services. As part of this ongoing relationship, CLEAR EA was asked to review the quality of performance evaluations commissioned by SMFB and develop a system to improve future evaluations.

In November 2015, CLEAR EA prepared a draft proposal for a quality review system. The quality review procedure was then piloted through two evaluations, which were reviewed according to the following criteria:

- **Preparation:** Are the external evaluators using efficient work processes? Are the evaluators being chosen based on skills and competencies? Was there a well-thought-out evaluation plan?

- **Implementation of the evaluation:** Have the evaluators collected the necessary information? Did they use good M&E practices? How were the data collected and analyzed?

- **Reporting:** Is the report complete? Did it comply with SMFB requirements?

- **Use of M&E information:** Were the evaluation findings confirmed and acknowledged?

Through this pilot exercise, CLEAR EA refined the quality review methodology, proposing a system that can be used for future evaluations. It will serve as an important input to SMFB's Guidelines on Performance Evaluation Quality Review System, which will most likely be implemented in 2017.

What were the outcomes?

Though the partnership with CLEAR EA, SMFB was able to set up a quality review mechanism for externally commissioned evaluations. Though this mechanism is in the early stages of implementation, the SMFB has noticed a greater importance put on the quality of evaluations. So far, this process has encouraged third-party intermediaries to attach more importance to the quality of their commissioned evaluation work, as well as promoted healthy competition among external evaluators. The SMFB has also stated that this process has helped the government to better identify intermediaries who are qualified to conduct commissioned evaluations and to eliminate those who are listed at the bottom during the review.

The SMFB will continue to roll out the quality review mechanisms proposed by CLEAR at the municipal level, further refining the process with each iteration of the review process. In the future, all externally commissioned evaluations will go through a comprehensive review, providing the government better insights on the quality of evaluations.

BUILDING SKILLS AND DEMAND FOR EVALUATION CAPACITY DEVELOPMENT
Shanghai International Program for Development Evaluation Training (SHIPDET)

Box 3.12

Based on the success of the Shanghai International Program for Development Evaluation Training (SHIPDET) program run by the CLEAR EA's host institution, Asia-Pacific Finance and Development Institute (AFDI), the CLEAR East Asia Center launched a Chinese-language SHIPDET in 2013 to meet growing ECD demand in China.

The core SHIPDET course, originally launched by the World Bank (IEG), ADB, the Ministry of Finance of China, and AFDI (formerly AFDC) in 2007, had already served as a premier evaluation course for both M&E professionals and government officials, training more than 1,600 participants from across Asia from 2007–12. The course had also been offered via simultaneous translation to Chinese participants during this period. Yet growing demand for M&E capacity in China, bolstered by regulations introduced to require M&E in all publicly funded programs, drove the Chinese market to seek out more advanced, varied, and customized learning than the standard SHIPDET program offered.

At the same time, the launch of the CLEAR EA Center in 2012 also signified a greater endeavour on improving ECD in China, enlarging the client base to include both government officials and professional evaluators. The

main objective of CLEAR's domestic SHIPDET program was to respond to growing demand and enhance evaluation capacity in China, establish effective networks of practitioners, and promote knowledge sharing in development evaluation.

What has been the contribution of CLEAR EA?
The CLEAR EA Center developed and launched a Chinese-language SHIPDET in 2013. The locally-adapted course initially targeted the international department of the Ministry of Finance. Nearly all Ministry of Finance staff working in divisions dealing with international aid and budgeting took the course.

Later, to meet broader demand and interest in M&E training, the Center conducted SHIPDET courses on the evaluation of public services in other departments and regional provinces. It also grew to include external evaluators alongside government officials responsible for commissioning and managing M&E functions. The program has provided a critical opportunity to bring evaluation capacity development to 30 provinces and municipalities in China. A total of 526 participants have been trained in the Chinese-language SHIPDET since 2013.

What were the outcomes?

International SHIPDET: In FY16, more than 92 percent cited high levels of increased knowledge and skills due to the course. Bruce Purdue, Head, Results Management Unit, Strategy and Policy Department, ADB RESEARCH, provided the following feedback on SHIPDET's contribution toward improving the quality of evaluation capacity development in the East Asia and Pacific Region: "I think it [SHIPDET] is a very innovative thing to do. It's necessary because at the moment there is no equivalent program that is currently being offered. Your work is very important for result-based development performance. In other words, each of these can't be considered as separate tasks. It's all related. So what you are doing here is extremely important as a contributing factor overall to better development outcomes."

Domestic SHIPDET: Since its launch in 2013, and in response to local demand, the domestic SHIPDET curriculum has evolved far beyond the original international SHIPDET core course to include performance-based budgeting and the latest developments in performance evaluation as applied to the rapidly developing Chinese context. Nearly 1,900 Chinese participants have been trained through SHIPDET and related customized courses so far. In terms of its leading ECD capacity-building role in this initiative, CLEAR EA was involved in developing M&E guidelines for the Ministry of Finance covering all IFI-funded programs, and has incorporated training on the guidelines in its domestic SHIPDET course. High demand for M&E training, coupled with a scarcity of qualified evaluators, prompted the Center to partner with its sister organization, the Shanghai National Accounting Institute (SNAI), to integrate M&E courses into its vast countrywide training program for certified accountants, which has resulted in face-to-face training of another 1,000 people annually across China, and 10,000 annually through online courses. In FY16, the Center also introduced its Western SHIPDET course, in partnership with the local ministerial branches of the National Development and Reform Commission, to train grassroots-level government participants from six western provinces.

Contributions toward outcomes include increasing the profile of evaluation in China, building skills of M&E professionals (commissioners of evaluation, evaluators, and users of evaluation) and enhancing the cultural and institutional enabling environment for M&E. In FY16, 89 percent of feedback respondents from the Center's flagship domestic SHIPDET course assessed their "increase in knowledge and skills" from the training as "high" (5 or 4 on a 5-point scale). Just over 80 percent of participants from Western SHIPDET cited high levels of increase in knowledge and skills. Some examples of outcomes stories of SHIPDET include

- **Increasing demand for and awareness of ECD in China:** Key participants in the SHIPDET course have subsequently started their own evaluation capacity development courses in their provinces. One SHIPDET participant, Professor Liu Qiming at China Agricultural University, has pioneered a "mini-SHIPDET" course for the western provinces, bringing lessons from the course to the local context, contributing to an increased awareness of M&E among grassroots-level officials in China.

- **Increasing the supply of qualified evaluators in China:** For example, a SHIPDET alumna, Ms. Liang Su Ping, launched the South China Performance Evaluation Center, which is now one of the most renowned external firms for government-commissioned evaluations in China. Additionally, SHIPDET participants Professor Wang Yongjun from Central University of Finance and Economics and Professor Liu Qiming from China Agricultural University have become sought-after external experts and evaluators, working closely with the Ministry of Finance and the Ministry of Agriculture on evaluation consulting services.

4. CLEAR network learning

Efforts to lay the foundation for a vibrant, cohesive CLEAR network in which CLEAR Centers benefit from shared knowledge within the network, and this knowledge is also shared outside the CLEAR network, were intensified in FY16. To this end, a Senior Knowledge Management Officer was hired to join the Global Hub team and lead the design and implementation of pivotal work in this area. Subsequently, a strategic plan to document and share critical knowledge was formulated in October 2015.

Over the fiscal year, this strategic plan has helped create structures and processes required to drive CLEAR's knowledge and learning agenda. The approach has two components: (i) Helping Centers codify knowledge, so that they can learn and benefit from each other's experiences and innovation, promoting a vibrant internal CLEAR network; and (ii) Taking steps to share "how-to" knowledge emerging from CLEAR's experience with others beyond the internal CLEAR network. A key milestone toward increased Center collaboration and sharing in FY16 was the initiation of a US$3.5 million agreement between IFAD and CLEAR, which leverages the expertise of CLEAR Centers, and includes a vehicle for sharing CLEAR's ECD learning and knowledge with others beyond CLEAR.

Creating a vibrant internal CLEAR network

In FY16, there was a programwide effort to test innovative modalities for documenting and sharing knowledge within the network. This led to an increase in the ability of Centers to identify, access, and learn from shared experiences while surfacing contextual realities that shape results. Three modalities were key in addressing CLEAR's learning gaps. The first is the launch of the **CLEAR Connect Webinar Series** to share tacit knowledge in an interactive format within the CLEAR network. These webinars provided the Centers a unique opportunity to share lessons in a very cost-effective, comprehensive format, on topics of common interest. The webinar topics were closely aligned with the CLEAR network's learning needs as codified in the CLEAR network learning agenda, carefully compiled through a needs assessment at the start of this fiscal year and updated on an ongoing basis. The CLEAR Connect Webinar Series will be continued in FY17.

The second modality is a new **CLEAR collaboration platform** (Confluence) that is more intuitive than the previous collaboration platform: it has an advanced network calendar function, a dedicated Q&A section, and an agile mobile app. The exchange of knowledge on the platform has occurred through joint project spaces managed by the Global Hub team, and through blog posts, the Q&A section, discussion rooms set up on specific topics, and the distribution of a biweekly digest among the 60 network members. A key feature of the collaboration platform is the new CLEAR Course Page that acts as a repository of course material (such as presentations, case studies, and facilitator guides) on specific M&E topics, organized in easily accessible folders. This has promoted the adaptation and re-use of existing network knowledge in the form of training material.

The third is the annual **CLEAR Global Forum.** These forums are organized annually to serve the evolving needs of the CLEAR network. They provide an opportunity for members (Centers, donor agencies, the Global Hub) and others (potential partners, subject matter experts, and others) to share tacit knowledge and to make program-level strategic decisions to address challenges. In FY16, the Global Forum was unique in that it focused on the Center's work at the organizational level of ECD: conceptualizing the different dimensions for organizational assessment, developing tools to support the work of strategic clients, and assessing organization-level performance. The Global Forum allowed the CLEAR global network to set the stage for growing beyond the sum of its parts by identifying areas for potential collaboration (such as course development) and cross-Center learning (such as identifying training needs).

Sharing CLEAR's ECD know-how beyond the internal network

CLEAR's progress toward its theory of change is organized by sharing lessons emerging from CLEAR's experience in delivering ECD services with the larger M&E community—including other M&E capacity providers—is expected to contribute toward CLEAR's higher-level outcomes: improving the use of M&E information and strengthening M&E systems. This year, the development of a new website and CLEAR's presence at strategic global events assisted the Centers in sharing CLEAR learning beyond the network. With closer collaboration between the Centers under way, the program-level effort to share ECD lessons will be intensified in FY17. This effort will be supported by the development of an external communication strategy and a targeted partnership engagement approach, aimed at deepening and customizing for purposeful learning exchanges.

The new **CLEAR website** (http://www.theclearinitiative. org) was launched to serve as the Knowledge Hub for the CLEAR Partnership, to reinforce CLEAR's high-quality and global brand, and to make managing the website's content easier and more efficient. The revamped CLEAR global website includes many user-friendly features, such as the Knowledge Hub where all CLEAR publications, training materials, videos, and program documents can be easily searched and sorted.

CLEAR's presence at **global events** continued to be important for engaging the broader M&E community, including M&E capacity providers. The Year of Evaluation provided a unique platform for CLEAR members to disseminate learning from CLEAR's work, facilitate dialogue on evaluation, and connect with diverse stakeholders. For example, CLEAR had a global presence at the Fourth National Evaluation Capacities Conference in Bangkok, Thailand, in October 2016. The CLEAR Centers jointly offered sessions reflecting their experiences on topics, including good practices in strengthening institutional evaluation capacities in government and building credible national data systems for M&E of the Sustainable Development Goals. Members from the CLEAR teams—from the Latin America and the Caribbean, Brazil, and South Asia Centers, along with the Global Hub, made a joint presentation at the 2015 American Evaluation Association conference in Chicago on the topic of Applying Standardized Methods across Cultures: The Limits of Evaluation.

CLEAR and IFAD: Global course on M&E

In FY16, CLEAR prepared a US$3.5 million collaboration proposal (October 2016–December 2019) to IFAD to design and deliver a global course and certification program for M&E in rural development. The goal of the project is to strengthen M&E knowledge, skills, and practices in the rural development sector, so as to improve results measurement and data collection for informed decision making. The core materials and supplemental resources developed through this program will be available online and in four languages (Arabic, English, French, and Spanish), thus expanding the knowledge base of quality-assured and multilingual materials. The initiative has been awarded to CLEAR, recognized for its strong reputation in M&E capacity development, its regional network model, and its "public goods" approach. The course design and delivery will not only develop a cohort of specialists in M&E at the regional level and within governments, it will also build the capacity of local partner institutes within the CLEAR network to provide specialized training beyond the current life of the CLEAR multidonor trust fund grant.

The IFAD project provides CLEAR a strategic opportunity to create deep network ties and intensify knowledge sharing in specific areas of training material and certification. The project will engage all the CLEAR Centers, and Centro de Investigación y Docencia Económicas, the host institute for the CLEAR LAC Center, will lead and manage the global initiative.

- Demand indicates conducive environment in some circumstances
- ok mapping
- Informing policy vs creating evidence

6. Doing mixed method → quant vs qualitative

Additional Support

→ Tracking Participants Alumni
→ focus on advisory services
Proxies for change → **FLEXIBILITY**
→ Focus on certain levels outcomes
→ "how" is this being by others ⇒

steps to address the challenge

1. Rethink what we are
2. Identifying intermediary roles
   → ex-clients "returning"
   or commissioning evaluations or seeking more information

Focus on government → ?)

outcome Mapping (eco system,)

5. CLEAR's challenges

At the Center level, a number of common challenges have emerged that hinder the achievement of outcomes along the CLEAR theory of change.

Sharpening strategic focus and business orientation

When the CLEAR program started, all Centers adopted an opportunistic approach to client selection. This strategy served them well as they built their own capacity to deliver high-quality services, establishing a strong reputation and a recognized brand. In the past, most Centers did not have a way to select projects and clients that allowed them to maximize results. However, over the years Centers have gained more experience and the M&E market (demand and supply) has also evolved. There are many new players, and yet demand has outpaced supply in most regions. Additionally, demand has risen for customized, client-specific services. This rise in this type of demand, paired with the expectations that Centers will cover several countries in their regions, means that Centers need strategies that help them narrow their focus and avoid the risk of spreading themselves too thin even as they maximize their ability to achieve CLEAR outcomes. At the same time, increased demand for services has not been attended by a commensurate increase in clients' willingness to pay for ECD services in many markets and across different client types. All Centers report that they struggle to charge fees for services, particularly with government and NGO clients. This underlying issue cited by Centers is that most government (beyond China and South Africa) and NGOs' budgets do not account for M&E capacity building. Going forward, Centers will need to find a balance between generating impact in line with the CLEAR's theory of change and achieving financial sustainability by 2021 (see below on developing sustainable funding models).

Increasing the focus on clients that are M&E capacity providers

CLEAR cannot bring about systematic and sustainable change on its own. While the demand for services in all regions is increasing, there is still a wide variation in the quality of supply. Working with other M&E capacity providers to share knowledge on ECD and improve quality is therefore critical to achieving the mission of CLEAR.

In FY16, CLEAR Centers began experimenting with ways to approach this new target group, but a clear menu of services has not yet emerged. Different Centers have used different approaches: for example, the South Asia Center is reaching out to universities to build M&E course curriculums, and the Francophone Africa Center is using a "franchising" training-of-trainers model to enable broader delivery of its trainings. Yet it has been challenging to develop partnerships within other ECD provider institutions, as CLEAR Centers (and related host institutions) are often seen as their competitors. Centers will need to develop a strategic approach to identifying, selecting, and engaging with other M&E providers in their local contexts to cultivate win-win partnerships. In many instances, this approach means going beyond just presenting in regional M&E events, and instead working closely with other M&E capacity providers to customize and deepen learning and knowledge on ECD.

Developing sustainable funding models

Another key challenge, which has become imminent given that the current multidonor trust fund is due to end in FY21, is to develop a sustainable and diversified funding base for the Centers. Centers have made some progress in raising additional funds beyond the CLEAR multidonor trust fund. However, they have not yet been able to formulate adequate pricing and fee structures for their services according the type of client; nor have they developed comprehensive fundraising plans to cover the gap between what they can raise in terms of fees plus the amount of the CLEAR grant extended through the existing multidonor trust fund and what it will take to respond to high demand. It will be important to create cross-subsidization schemes, whereby fees raised for services provided to beneficiary clients, in combination with supplemental host or donor funding, will be able to support Centers' continued delivery of purely public goods and also allow them to extend their services to strategic clients with high potential impact, yet who lack the ability to cover the cost of CLEAR services.

Measuring outcomes

One of the main challenges Centers have faced is measuring outcome-level changes. This has been a challenge for several reasons. In many instances, the nature of Centers' engagements has not allowed for follow-up after training or advisory services. For instance, Centers work with bureaucrats, where the Center does not have access to the contact information of those trained to do any follow-up. Or, Centers work with state government clients who view tracer studies with suspicion (at times they see it as a mechanism to report back to superiors within a department). In some cases there is awkwardness in approaching advisory services clients months after a service has been delivered (people have changed or have moved on to other priorities). In other instances, when tracer surveys were tested by some Centers, the response rate has been too low to make any conclusions (people are busy or saw little value in responding). There is a need to systematically address these challenges and find ways to increase response rates.

At the global level our most pressing challenge is fostering a global partnership where the whole is greater than the sum of its parts.

Although the initiative has taken significant steps to foster cross-Center learning, regular exchanges among the Centers are still largely dependent on facilitation and coordination from the Global Hub. The Centers have limited time-capacity to lead or engage in mutual knowledge exchange and related efforts. Although steps have been made in identifying topics or challenges in which two or more Centers can learn from each other and knowledge-sharing structures and processes have been created, incentives are often not sufficient to pull the Centers together and collaborate without the support of the Global Hub. Most Centers do not have dedicated knowledge management staff members, and as a consequence, structures and processes to capture and codify regional knowledge are limited. Knowledge management needs to be addressed on multiple fronts, by building technical knowledge management capacity at the Center level, by identifying opportunities for co-delivery, and by incentivizing the sharing of knowledge in a demand-driven and timely manner.

6. Looking ahead

To deepen and support the outcomes achieved so far and to overcome the challenges identified, CLEAR has the following priorities for the future:

In working with individual CLEAR Centers

Sharpening strategic focus and business orientation

A key area of future work will be to continue strengthening Centers' strategic and business orientation. Piloted in FY15 and rolled out to all Centers in FY16, Learning from Performance (LEAP) reviews are a key mechanism to achieve this. LEAPs provide a reflective space where the Centers can look at past performance, revisit their client selection criteria, and examine their business models across different activities to examine whether their strategies have served them well, and, if not, make decisions to improve future performance. In addition, all new grants will be accompanied by a Center business plan that involves formulating strategies based on a deep understanding of the regional markets in which they operate, and of their own competitive and comparative advantages; alignment with the strategic orientation of host institutions; and development a menu of services for clients. Addressing challenges in this area will continue to require the Global Hub team's active engagement in supporting the Centers' planning processes through LEAP reviews and business plans.

Increasing the focus on clients that are M&E capacity providers

Three strategic exercises have been planned to help increase Centers' focus on M&E capacity providers. The first is a strategic mapping to identify, select, and engage with other M&E providers through the Center's business planning exercise. Secondly, the Global Hub will promote cross-Center learning on existing ways the Centers work with M&E capacity providers, so that these can be scaled up and replicated. For example by further exploring existing pilot approaches such as the experiment of to "franchise" the training-of-trainers model. At last, the IFAD project provides CLEAR a strategic opportunity to work closely with other M&E capacity providers to customize and deepen learning and knowledge, particularly in the field of training and certification. A set of knowledge notes will be developed in FY17–19 on the "how to" and "what works" for developing and delivering a global M&E course and certification scheme.

The program monitoring mechanism has been modified to introduce M&E capacity providers as a distinct, separate client type for tracking results in future.

Developing sustainable funding models

To achieve institutional and financial sustainability, Centers will develop pricing strategies. The Center's business plans (as required in the new Charter) will help the Centers to think strategically about their

work, and to develop cross-subsidy and sustainability schemes (including their own fundraising). In addition to developing a sustainable and diversified funding base for the Centers, sustainability of the CLEAR Initiative overall will be addressed. Given that the formal end of the World Bank–managed CLEAR multidonor trust fund is in FY21, a shared vision and new strategies for CLEAR post-2021 need to be developed (Phase III, partnership, and fundraising strategies). A key part of this work will be to find the incentives that will "pull" the Centers together beyond the trust fund, exploring options for the global network to operate as more than just a funding partnership: as a knowledge partnership, co-delivery partnership, or both. Also, a plan for transitioning to a decentralized, sustainable model after the trust fund, is needed. This plan will need to include decisions on structures, governance, financial arrangements, roles, and leadership. This forward-looking strategic work is planned to kick off in FY17.

Need for Measuring Outcomes

The Centers will continue to work closely with the Global Hub to create tools that effectively track outcome-level results and incorporate learning from data collected into decision making. Centers are currently taking preliminary steps to measure changes among key clients by (i) using tracer surveys for training courses, (ii) developing outcome stories to report back through a more qualitative analysis, and (iii) keeping track of results across the different ECD levels. New tracer surveys specific to advisory services will be launched in FY17. Additionally, Centers have envisioned structuring MoUs that include an agreement on client feedback through tracer studies several months after the engagement, and include "socializing" the use of tracer studies during the engagement instead of presenting it as a surprise several months after.

For the initiative as a whole

Strengthening the CLEAR network so that the CLEAR partnership as a whole is greater than the sum of its individual Center parts

This needs to be addressed on multiple fronts: by incentivizing the sharing of knowledge in a demand-driven and timely manner, by building technical knowledge management capacity at the Center level, and by identifying opportunities for co-delivery. In FY16, a needs assessment identifying CLEAR's learning and knowledge gaps provided evidence that there are many Center-level knowledge needs that can be addressed through Center-to-Center knowledge sharing. Two pilots to encourage such sharing were successfully launched in FY16: a webinar series and a new collaboration platform. In FY17, these pilots will be standardized and one or two new pilots will be launched to continue experimenting on what works for the Centers. In addition, the Global Hub will provide guidance and support to enhance technical knowledge management capacity at the Center level, and will continue to curate relevant resource material that Centers can share and access on the collaboration platform.

To leverage synergies and create opportunities for CLEAR to broker ECD knowledge for the larger M&E community, a partnership engagement strategy and an external communication strategy will be developed to create deeper and more purposeful exchanges. As part of the partnership strategy, the Hub will work with two selected partners in FY17 to explore avenues for joint learning and collaboration. Additionally, CLEAR will invest in deepening its understanding of the key audiences and communication channels for sharing CLEAR's ECD know-how beyond the internal network.

Lastly, an important area of work will be the promotion of joint initiatives for co-delivery of services, such as, for IFAD, to take advantage of the potential synergies between Centers by tapping their expertise, unique experiences, and geographic coverage, which can all add value globally.
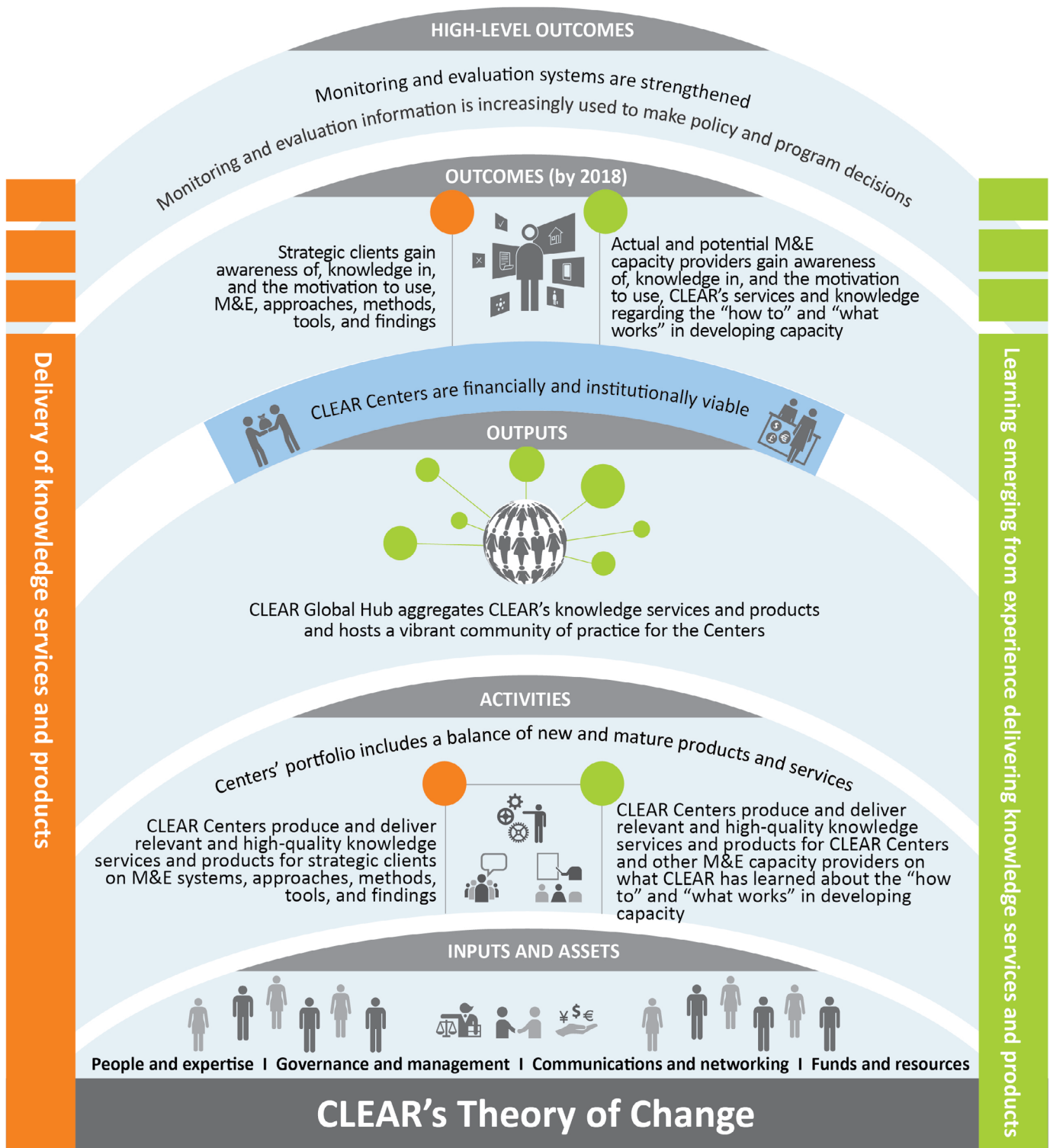
Vision:
Evaluate. Learn. Decide.

Mission:
CLEAR is 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.

HIGH-LEVEL OUTCOMES

Monitoring and evaluation systems are strengthened

Monitoring and evaluation information is increasingly used to make policy and program decisions

OUTCOMES (by 2018)

Strategic clients gain awareness of, knowledge in, and the motivation to use, M&E, approaches, methods, tools, and findings

Actual and potential M&E capacity providers gain awareness of, knowledge in, and the motivation to use, CLEAR's services and knowledge regarding the "how to" and "what works" in developing capacity

CLEAR Centers are financially and institutionally viable

OUTPUTS

CLEAR Global Hub aggregates CLEAR's knowledge services and products and hosts a vibrant community of practice for the Centers

ACTIVITIES

Centers' portfolio includes a balance of new and mature products and services

CLEAR Centers produce and deliver relevant and high-quality knowledge services and products for strategic clients on M&E systems, approaches, methods, tools, and findings

CLEAR Centers produce and deliver relevant and high-quality knowledge services and products for CLEAR Centers and other M&E capacity providers on what CLEAR has learned about the "how to" and "what works" in developing capacity

INPUTS AND ASSETS

People and expertise I Governance and management I Communications and networking I Funds and resources

CLEAR's Theory of Change

Delivery of knowledge services and products

Learning emerging from experience delivering knowledge services and products

APPENDIX B: GLOBAL HUB WORK PLAN TARGETS VERSUS COMPLETION (through June 2016)

Since its establishment in 2010, the Secretariat/Global Hub Team at IEG has completed key tasks. The program has evolved significantly since Phase I inception, from initial program design and selection of two Centers in 2011, to the current Phase II, beginning in late 2015, with six Centers, the newest one located in Brazil. The main thrust in the upcoming year is to continue strengthening the CLEAR partnership and preparing for Phase III.

In FY17 the Hub's work will focus on (i) providing strategic guidance and monitoring the outcomes and business-oriented approach of Centers; (ii) developing, jointly across the CLEAR community, global knowledge on the "how to" and "what works" in ECD, and identifying avenues for effectively sharing this knowledge with other ECD providers and the broader M&E community; and (iii) gaining traction toward CLEAR sustainability—both at the level of the individual Centers and at the network level.

Accomplishments and Key Tasks	Implementation Period / Completion Date	Status / Completion Date
1. REGIONAL		
Complete background studies for Centers in Africa, Latin America and the Caribbean, and South Asia, and consultations with regional experts on M&E	January 2010–June 2010	Completed
Design and develop Center selection criteria and selection process	April 2010	Completed
Prepare grant application for the World Bank's Institutional Development Fund's Support to Francophone Africa	March–September 2011	Completed
Complete legal, financial management, and procurement assessments; develop grant documents and provide grants to Centers—Africa (Anglophone and Francophone), East Asia, Latin America and the Caribbean, and South Asia	June 2011–June 2015	Completed
Initiate selection of a CLEAR Center in Brazil	Begin in May 2013	Completed in 2014
Centers' implementation—Africa (Anglophone, Francophone), East Asia, Latin America the Caribbean (Brazil, Mexico), and South Asia (Centers̓ implementation efforts are explained in their respective work programs and annual reports)	June 2011 onwards	Ongoing
2. GLOBAL		
A. Global: Strategy and Foundations		
Strategy updated	June 2013	Completed
Updated Charter, Governance, and Theory of Change	May 2015	Completed
Other midterm evaluation actions	October 2014–April 2016	Completed
Extension of Program to 2021 (Phase III, beginning in 2018)	October 2015	90% completed
Global Strategy Phase III	April 2016	Ongoing, draft Dec. 2016
Fundraising Strategy	June 2016	Ongoing, draft Feb. 2017

Accomplishments and Key Tasks	Implementation Period / Completion Date	Status / Completion Date
B. Global: Knowledge and Capacity		
Performance-based budgeting—development of core knowledge and hands-on learning materials	December 2011	Completed and piloted
Piloted with mentoring support with the Centers in Anglophone Africa, East Asia, and South Asia	2012–14	
Impact Evaluation—development of core knowledge and hands-on learning materials	March 2012	Completed and piloted
Piloted with mentoring support with the Centers in Anglophone Africa and East Asia	March 2012 and July 2013	
Rapid Evaluations in Government—transitioned from Global Hub to CLEAR Latin America to complete and pilot	Pilot in 2014	Completed
CLEAR-IFAD Global Course and Certification—development of project concept and structure for Center-led implementation	January 2016–May 2016	Center-led implementation to launch in Nov. 2016
Support to Communities of Practice through helping set the agendas, presentations/discussions on evaluation capacity development	2010–ongoing	South Asia CoE (2010, 2012); Latin American M&E Network (2010, 2011, 2012, 2016); Mexico Evidence to Policy (2011); AfREA (2012, 2014); NEC (2013, 2015)
Seven global forums organized for learning about program objectives, strategy development, and inter-regional learning and knowledge exchange	2011–ongoing	Paris 2011; Accra 2012; Tunis 2013; Mexico 2013; Dublin Sept. 2014; Bonn April 2015; Bangkok Nov. 2015
WIKIs—Select platform and begin with all Centers	May–November 2015	Wiki pilot ended in November 2015 (not continued)
Knowledge Building	October 2015–ongoing	KM concept note completed (Oct. 2015); KM work streams formulated (Nov. 2015); CLEAR Webinar Series launched (Feb. 2016); CLEAR Joint Research launched (May 2016)
Establish Functioning Collaboration Platform	2010–May 2016	Shifted from E-Team room to Collaboration for Development (C4D) (May 2015); C4D piloted and reviewed (June to Dec. 2015); New collaboration space—Confluence (launched in May 2016)
Learning from Performance Reviews (LEAP)	March 2015–ongoing	5 piloted in FY15 (all Centers except EA). LEAP reviews done in EA (Oct. 2015), FA (Feb. 2016), AA (Feb. 2016), and SA (Mar. 2016). LEAP package revised (June 2016)

Accomplishments and Key Tasks	Implementation Period / Completion Date	Status / Completion Date
C. Global: Network Support and Communications		
Quality assurance guidelines regarding CLEAR brand and products	Completed in 2014	Completed
CLEAR communications strategy (program descriptions, presentations, public annual reports)	Drafted January 2012; elements implemented	Ongoing
Key business processes and formats developed for project documents, annual reports, data collection, and reporting	Completed June 2013	Completed
Full operational manual	Ongoing	Updates ongoing, revised in Dec 2016
Communications and outreach (strategy drafted)	Draft January 2012	Update needed
Phase II logos and branding	May 2015	Completed
Website developed (public)	June 2011 ongoing improvements Dec. 2011, upgraded Sep. 2012	New website commissioned
	Feb. 2013–Oct. 2013 July 2015 June 2016	Completed intranet Oct. 2013 Bid selection new website Launch new website
Governance review completed and discussed	November 2012	Completed
3. GOVERNANCE, MANAGEMENT, ADMINISTRATION		
Institute new governance structure	April 2015	Complete
Manage administration agreements with donors	Ongoing	Ongoing
Manage grants with legal/procurement/financial management processes	Ongoing	Ongoing
Performance management mechanism	November 2015– May 2016	Revised monitoring tool completed in May 2016
Monitoring of Centers' work (provisional agreement for twice/yearly reporting)	Ongoing	Ongoing
Progress report produced	Inception through June 2012	Completed
Annual reports	From March 2013– Ongoing	Four completed–Ongoing
Midterm review initiated by Board—supported by the Global Team	March 2013– November 2013	Completed October 2014

APPENDIX C: FINANCIAL INFORMATION

Through FY16, the program had committed or spent $11.73 million or approximately 60 percent of the $19.70 million budget projected through FY21 (of which, $14.95 million had been received by June 2016 from donors and another $713,000 in the form of a World Bank Group institutional development fund—IDF grant for the Francophone Africa Center). Eighty-six percent of the commitments and expenditures were for Regional Centers (including grants to the Centers); 9 percent for Global Knowledge/Capacity and Network Support; and 6 percent for Governance, Management, and Administration. In addition, the World Bank Group used its administrative budget and staff time to support CLEAR.

Table C.1: Contributions to CLEAR by Funding Agency (as of June 30, 2016–unaudited statements)

Funding Agency	Receipts and Commitments (US$)
African Development Bank (AfDB)	100,000
Asian Development Bank (ADB)	450,000
Australia—Department of Foreign Affairs and Trade	1,135,410
Belgium Directorate General for Development Cooperation (DGDC)—TFI	147,411
Inter-American Development Bank (IDB)	1,500,000
Rockefeller Foundation	2,500,000
Swedish International Development Cooperation Agency (SIDA)	4,689,949
Swiss Agency for Development and Cooperation (SDC)	432,501
United Kingdom Department for International Development (DfID)	4,040,612
World Bank Africa Region (Closed IDF/grant with CLEAR Francophone Africa Center)	712,865
Total Donor and World Bank Contributions	**15,708,747**
Total Paid & Expected (non-World Bank) Contributions to be Paid (FY17)	**14,995,882**

Table C.2: CLEAR Expenditures and Projections, by Fiscal Year and Component (US$)

Components	Total Planned FY10–21	Expenditures and Commitments FY10–16[a]	Projected FY17	Projected FY18	Projected FY19–21
Regional: Grants + IDF (Expenditures + Commitments)	**14,178,501**	8,978,501	2,200,000	3,000,000	-
Regional: Direct Support, Demand Assessment, Selection	**1,415,258**	1,070,258	345,000	-	-
Global	**2,409,804**	1,004,804	400,000	460,000	545,000
Governance and Management	**899,080**	228,580	74,000	69,000	527,500
Administration Fee	**799,876**	449,876	70,000	70,000	210,000
Total	**19,702,519**	11,732,019	3,089,000	3,599,000	1,282,500

[a] All expenditures stated are unaudited. Audited statement will be provided by the World Bank Group to donors.

Table C.3: Grant Information by Center (US$)

CLEAR Center	REGIONAL Grants (Funding Committed by Grant Agreement)	Grant Closure Date	Grant Amount Original	Cumulative Grant Actual Expenditure (FY12–16)	Committed Grant-Unspent (as of June 30, 2016)	Cancelled Due to Grant Closure (as of June 30, 2016)	Disbursement Ratio (as of June 30, 2016)
Grants Committed			**9,414,598**	**5,838,744**	**3,575,854**	**153,172**	
AA	Grant #1 (TF099883)	May 31,13	940,513	886,015	54,498	54,498	94% (closed)
AA	Grant #2 (TF016358)	Jun 30, 18	2,997,325	1,141,961	1,855,364		38%
EA	Grant (TF012927)	Dec 31, 14	350,000	290,780	59,220	59,220	83% (closed)
SA	Grant #1 (TF099750)	Oct 1, 12	640,000	612,924	27,076	27,076	96% (closed)
SA	Grant #2 (TF013008)	Jun 30, 15	1,300,000	1,287,623	12,377	12,377	99% (closed)
SA	Grant #3 (TF0A2895)	Jun 30, 18	950,000	0	950,000		0%
LAC	Grant (TF013175)	Jun 30, 16	695,000	620,463	74,537		89%
Brazil	Grant (TF0A1125)	Jun 1, 18	277,000	98,862	178,138		36%
FA	Grant #1 (TF012951)	Jun 30, 16	268,970 (without IDF)	187,251	81,719		70%
FA	Grant #2 IDF (TF012160)	Nov 10, 15	995,790 (with IDF)	712,865	282,925		72% (closed)

Table C.4: Grant Expenditures and Disbursement Rate by Center (US$)

CLEAR Center	REGIONAL Grants (Funding Committed by Grant Agreement)	Expenditures and Commitments through FY16	Grant Amount Original	Cumulative Grant Actual Expenditure (FY12–16)	Committed Grant-Unspent (as of June 30, 2016)	Cancelled Due to Grant Closure (as of June 30, 2016)	Disbursement Ratio (as of June 30, 2016)
Grants Committed		**8,265,637** (without IDF) **8,992,457** (with IDF)	**9,414,598**	**5,838,744**	**3,575,854**	**153,172**	
AA	Grant #1 (TF099883)	**3,883,340**	940,513	886,015	54,498	54,498	94% (closed)
AA	Grant #2 (TF016358)		2,997,325	1,141,961	1,855,364		38%
EA	Grant (TF012927)	**290,780**	350,000	290,780	59,220	59,220	83% (closed)
SA	Grant #1 (TF099750)		640,000	612,924	27,076	27,076	96% (closed)
SA	Grant #2 (TF013008)	**2,850,547**	1,300,000	1,287,623	12,377	12,377	99% (closed)
SA	Grant #3 (TF0A2895)		950,000	0	950,000		0%
LAC	Grant (TF013175)	**695,000**	695,000	620,463	74,537		89%
Brazil	Grant (TF0A1125)	**277,000**	277,000	98,862	178,138		36%
FA	Grant #1 (TF012951)	**268,970** (without IDF)	268,970	187,251	81,719		70%
FA	Grant #2 IDF (TF012160)	**995,790** (with IDF)	995,790	712,865	282,925		72% (closed)

Table C.5: Summary Funding by Region (includes Center grants and direct funding), as of June 30, 2016

Region	Expensed or Committed through FY16[a] (US$)	Expensed or Committed through FY16[a] (%)
Anglophone Africa	4,209,250	41.89
Francophone Africa	1,160,767	11.55
East Asia	428,818	4.27
Pacific	68,884	0.69
South Asia	3,089,147	30.74
Latin America and the Caribbean: Spanish Speaking	752,047	7.48
Latin America and the Caribbean: Lusophone (Brazil)	318,872	3.17
Multiregion	20,973	0.21
Total	**10,048,758**	**100.00**

Francophone Africa 31%
East Asia 4%
Pacific <1%
Anglophone Africa 42%
South Asia 31%
Multiregion <1%
Latin America and the Caribbean: Lusophone (Brazil) 3%
Latin America and the Caribbean: Spanish Speaking 7%
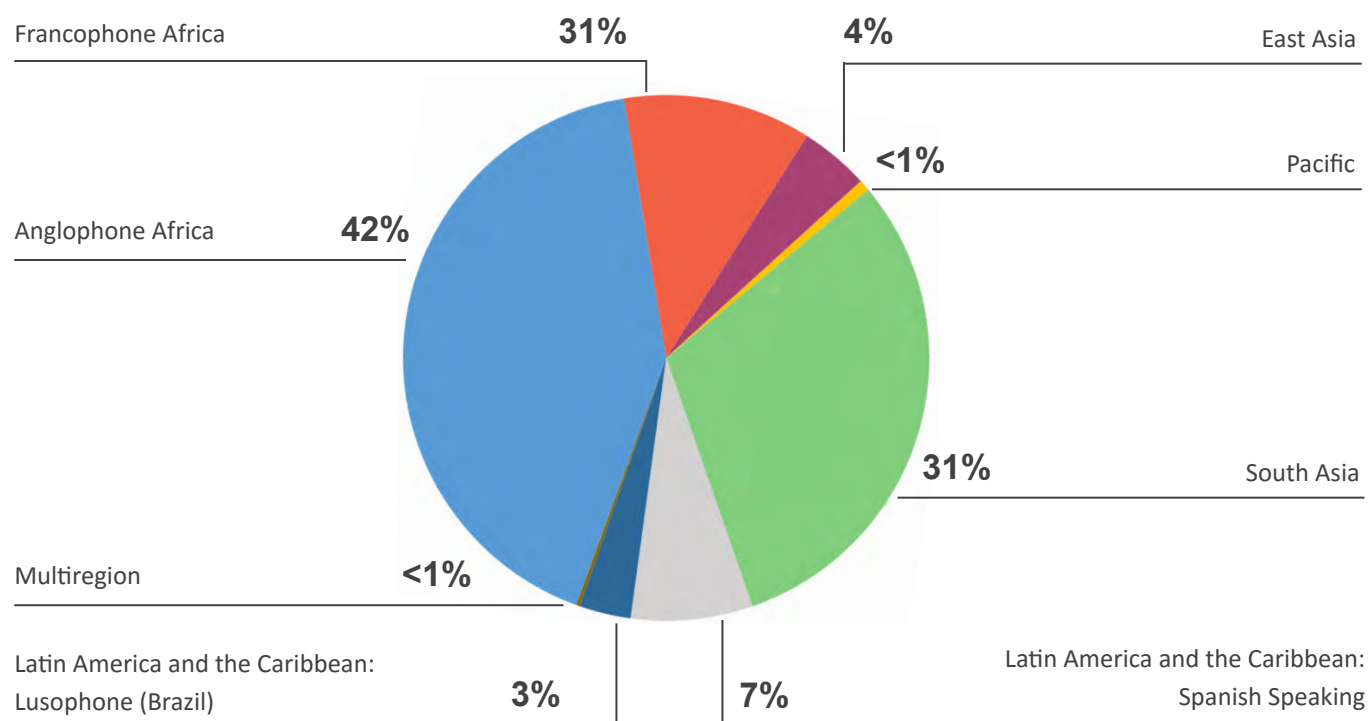
[a] The table and the pie chart present higher-level summary (past) expenses and (future) commitments by region from the inception of the program in 2009/2010 until June 30, 2016. In addition to funds available to each Center in the form of grants paid through the Recipient-Executed Trust Funds—RETF 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, analytic studies taking 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.

APPENDIX D GOVERNANCE AND MANAGEMENT

As of April 24, 2015, the governance structure of CLEAR comprises two main governance bodies: the CLEAR Council and the Funding Committee. The operations of the CLEAR Council and the Funding Committee are supported by the Global Hub Team, housed at IEG.

CLEAR Council

The CLEAR Council includes representatives of all CLEAR groups and comprises all Funding Committee Members, Center Directors, and the Team Lead of the Global Hub Team.

The Council sets the overall strategy and goals for the Program and assesses its performance. It also provides advice to and seeks decisions from the Funding Committee regarding key aspects of the Program. The Council is chaired by the Program Chief Executive Officer. Decisions are reached by consensus. The scope of work for the council includes

- Strategy—Provide strategic direction for Program Performance and Accountability: Provide or 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.

The CLEAR Council has also selected two members, representing the CLEAR Centers and the global funders respectively, to form an Executive Sub-Committee; the CLEAR CEO is the third member of the Executive Sub-Committee. The Council delegates decision making on implementation to the Executive Sub-Committee so that the Sub-Committee drives strategy implementation by making key operational decisions as needed. The Sub-Committee meets quarterly (virtually) or on an as-needed basis, as determined by the CEO. Decisions are made by consensus.

Funding Committee

The Funding Committee comprises funders to the multidonor trust fund established at the World Bank to finance CLEAR, based on the following membership rules:

- Full membership is reserved for funders contributing an average of $300,000 or more per year
- One funder collectively representing the global funders contributing less than the requisite amount of cash (IEG will nominate and invite the representative based on the absence of funders' non-objection)
- Senior manager from IEG

The scope of activities for the committee includes (i) Funding Strategy (determining the financial size of the Program), (ii) Funding and Accountability (ensuring adequate funding for operations and Program accountability and oversight, and (iii) Governance (reviewing and concurring with, Council proposed changes to the Charter, subject to the terms of the Administration Agreements and Bank policies and procedures).

Table D.1: CLEAR Governance Meetings (July 1, 2015–June 30, 2016)

Date	Name	Agenda
March 31, 2016	Council Meeting (virtual)	• General announcement by Caroline Heider on Management transition • Global Forum 2016 location and concept note • IFAD-CLEAR Global Course • CLEAR Knowledge Update: Toward a More Connected Network
Oct. 27, 2015	Council Meeting (Bangkok)	• Discussion and approval on Knowledge Management Workflows for the CLEAR community • Discussion and approval of CLEAR Global Work Program for FY16 • Discussion and approval of the CLEAR reporting schedule and related discussions; update on status of Indicators
Oct. 27, 2015	Funding Committee Meeting (Bangkok)	• Discussion and decision on the overall budget envelop for FY16, with projections for the future • Funding Strategy • Agenda items, timing, and location of the next Funding Committee meeting
Sept. 15, 2015	Funding Committee Meeting (virtual)	• Discussion and approval of the Overall CLEAR budget for FY16 • Consideration of ADB's request to join the Funding Committee
Sept. 14, 2015	Council Meeting (virtual)	• Feedback on the CLEAR Annual Report 2015 • Feedback on Global Work Program for FY16 • Feedback and approval of new CLEAR Performance Indicators • Feedback on draft agenda for CLEAR Global Forum in Bangkok
July 9, 2015	Funding Committee Meeting (virtual)	• Approve annual financial plan for CLEAR • Chair's updates
Apr. 21–24, 2015	Council Meeting (virtual)	• Summary of the CLEAR management meeting held prior to the Council meeting • Reflect on what it means to be a CLEAR Council and a member of the Council (ratifying the CLEAR Charter; agreeing on the Council Protocol) • Agree on the Council Executive Sub-Committee • Agree on the CLEAR Global Theory of Change and Key Indicators • Determine CLEAR Council Annual Plan
July 1, 2015	Funding Committee Meeting (virtual)	• Review of Key performance indicators and decide on adopting these • Planning of the Global Forum 2015 • CLEAR contribution to the Year of Evaluation and discussion of the proposal to hold a panel at the NEC conference

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Centers for Learning on Evaluation and Results