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Centers for Learning on Evaluation and Results

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Abbreviations

AA	Anglophone Africa	IEG	Independent Evaluation Group (World Bank)
ACEVAL	National Academy of Evaluators (Mexico)	IES	Indian Economic Services
ADB	Asian Development Bank	IFAD	International Fund for Agricultural Development
AfDB	African Development Bank	IFMR	Institute for Financial Management and Research (India)
AFDI	Asia-Pacific Finance and Development Institute (China)	IMF	International Monetary Fund
AfrEA	African Evaluation Association	IOCE	International Organization for Cooperation in Evaluation
AfrED	African Evaluation Database	J-PAL	Abdul Lateef Jameel Poverty Action Lab
APNODE	African Parliamentary Network of Development Evaluation	LAC	Latin America and the Caribbean
CIDE	Center for Research and Teaching in Economics (Mexico)	LAPP	Public Policies and Social Programs Laboratory
CLEAR	Centers for Learning and Evaluation and Results	LEAP	Learning from Performance
CONVAL	National Council for the Evaluation of Social Development (Mexico)	M&E	monitoring and evaluation
CSF	Central Square Foundation (India)	MOOC	massive online open course
CSO	civil society organization	MOU	memorandum of understanding
DEAR	Department of Evaluation and Research	MPAT	Management Performance Assessment Tool
DETPA	Development Evaluation Training Program in Africa	NGO	nongovernmental organization
EA	East Asia	OECD	Organisation for Economic Co-operation and Development
ECD	Evaluation Capacity Development	SA	South Asia
FA	Francophone Africa	SHIPDET	Shanghai International Program for Development Evaluation Training
FGV/EESP	Fundação Getúlio Vargas/Escola de Economia de São Paulo (Brazil)	SNAI	Shanghai National Accounting Institute
FY	fiscal year	TETA	Transport Education Training Authority (South Africa)
GIMPA	Ghana Institute of Management and Public Administration	UNDP	United Nations Development Programme
IAS	Indian Administrative Services	VOPE	voluntary organization for professional evaluation
IDB	Inter-American Development Bank	Wits	The University of the Witwatersrand (South Africa)

CLEAR Board Chair's Message



Fiscal year 2017 (FY17) was an exciting year for the CLEAR program—a year of enhanced strategic planning and stronger business orientation.

The Centers were yet again very busy! Together they delivered capacity-building services to 23,954 individuals, compared to 13,000 last year. Their activities focused mostly on government

clients; of the 185 total activities delivered, close to 50 percent of total CLEAR activities were primarily aimed at serving government-sector clients, 26 percent at M&E networks and civil society groups including NGOs, and 11 percent at academia. Other client segments reached by the Centers included the private sector, donor institutions, and non-academic researchers such as those in think tanks.

This wide breadth of client segments was purposefully targeted by the Centers to increase their influence at all three levels of Evaluation Capacity Development (ECD): the enabling environment, the organization, and the individual. This is an integral element of the “CLEAR Way”: creating systemic change at all ECD levels to increase the use of evidence in decision making.

In addition, this year, each Center sought to move away from one-off activities to create a portfolio of activities that worked together to help it achieve its strategic goals. Four of the six Centers now have detailed business plans to guide their decision making. This marks an important change in the way business is done at CLEAR. Each Center implemented a strategy to serve clients based on their local or regional context and based on strengths Centers have built from past experiences. This resulted in as many training courses or workshops as knowledge-sharing

activities such as panel discussions and policy dialogues this year. This shift in the mix of activities from a primary focus on training in previous years is a result of past years’ proactive and deliberate efforts to share what CLEAR has been learning on monitoring and evaluation and ECD with other ECD stakeholders.

Several of this year’s outcome stories are supported by data collected through tracer surveys—surveys that were sent out several months after the delivery of an activity to understand what the outcome-level changes were, and to answer questions such as “Were objectives met?” “Were recommendations adopted?” and “What improvements did this lead to?” The data from the tracer surveys have led to greater outcome orientation in the stories this year as compared to last year. Meanwhile, more than 80 percent of clients across the program continue to rate CLEAR services high on quality, usefulness, and increase in knowledge and skills.

It has been one year since I became CLEAR CEO and Chair of CLEAR, and I am deeply impressed with the commitment and drive demonstrated by the CLEAR Centers. The successes of this year pave the way for FY18, a transition year during which we will finalize Phase 3 of CLEAR. I am looking forward to the exciting changes ahead as we build our sustainability plans and embark on a new fundraising effort. I am confident that the success so far of the CLEAR program will generate more success, and that new partners will join us on the CLEAR journey.

Brenda Barbour

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

1. From Concept to Reality: Origins and Context of the CLEAR Initiative



clear

Regional Centers for
Learning on Evaluation and Results

**Training
of Trainers
Workshop**

Development

**Training
of Trainers
Workshop**
Monitoring & Evaluation

Align

The mission for which CLEAR was launched in 2010—improving policy decisions through strengthening monitoring and evaluation (M&E) systems and capacities—remains as relevant today as it was then, despite changes in the global evaluation capacity development (ECD) landscape. The nature of the demand for ECD services is now increasingly for more sophisticated services and technically deeper engagement. Yet the supply of ECD services, though increasing, remains fragmented and is not sufficient to meet this changing demand. CLEAR's services are critical to filling these demand-supply gaps.

This journey of CLEAR from concept to reality has been a learning experience that mirrors what CLEAR is trying to inculcate in its clients: using evidence to make decisions, changing course when necessary. This parallel is reflected in CLEAR's response to the changing nature of demand for ECD and in its evolving strategy for higher reach, influence, and sustainability.

Why CLEAR?

CLEAR was launched in 2010 to strengthen M&E systems and practices, and to promote the use of evidence in decision making in the Global South by increasing local M&E capacity through in-country capacity providers.

The rationale for CLEAR derived from international discussions in the context of the Millennium Development Goals agreed to in 2000, and subsequent agreements on aid effectiveness, in particular, the [Paris Declaration \(2005\)](#), the [Accra Agenda for Action \(2008\)](#), and the [Busan Partnership for Effective](#)

[Development Cooperation \(2011\)](#). These agreements promote evidence-informed decision making to enhance development results, and emphasize the need for measuring results in key development areas as well as mutual accountability for results from both donors and developing country governments.

In 2010, developing countries began to increase their demand for the use of evidence in policy and program decisions. However, ECD services were mainly equated with training individuals, that is, to building technical skills to produce M&E information or evaluations; very little attention was given to building the capacities of people who would demand or use that information, or to building M&E systems that would institutionally support the use of evidence. Moreover, in the provision of ECD services there was an overreliance on international experts, largely from the North, who often delivered expensive services without adequate local contextual knowledge and without the long-term commitment necessary to develop local capacities. Comprehensive offerings based in developing country regions were scarce and of inconsistent quality. While donors were supporting capacity development initiatives, these were ad hoc, constrained by their limited constituencies, and often not connected with the larger national and regional institutions and systems that need to support the use of evidence in the long term.

CLEAR was established by donors to create local capacity through local capacity providers that offered cost-effective and demand-driven M&E capacity-building services. CLEAR was to generate additional demand for M&E and performance management services, particularly from government and civil society

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.

organizations (CSOs), and to cater to this demand through a supply of ECD services at the enabling environment, organizational, and individual levels.

Since 2010 the ECD landscape has changed, with more demand for ECD services, and an increase in the number of suppliers, but overall market gaps remain. Demand from southern governments, the private sector, and civil society continues to grow; however, effective demand, particularly from government, is still limited. The ambitious global adoption of the Sustainable Development Goals requires local in-country strengthening of M&E systems and capacities to track and measure achievement against SDG targets. Demand for ECD services by local players is consequently expected to increase in the near term. As knowledge and awareness about M&E increase, clients demand services that are more customized to their specific needs: thematic, related to specific sectors such as energy or environment; or more technical, such as rapid assessments or impact evaluations. One-off, off-the-shelf services that do not take into account clients' existing needs and capacities, and do not provide timely, consistent support over time, is less influential in bringing about change.

Supply of M&E capacity-building services has increased globally, particularly short-term evaluation courses from new players entering the market. However, M&E capacity-building services remain fragmented and of varied quality in the Global South, and there are still very few local entities providing quality ECD services. The gaps that CLEAR was established to fill remain relevant.

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 has set up Centers in Anglophone Africa (South Africa), Francophone Africa (Senegal), Latin America and the Caribbean (Mexico), Brazil, South Asia (India), and East Asia (China). The Centers are housed in academic institutions and have the mandate to deliver and help replicate effective M&E capacity-development services across their regions. The Centers offer a menu of services to strategic partners and clients, 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. It also promotes 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, the 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: 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.

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 of “how to” and “what works” in developing M&E capacity.
- CLEAR Centers achieve institutional and financial viability to provide services to strategic clients and M&E capacity-development providers beyond the CLEAR multi-donor trust fund grants.

See Appendix A: CLEAR Theory of Change, page 54.

2. Results: Meeting Growing Demand and the Challenge of Sustainability



Since the launch of the CLEAR Initiative in 2010, several intermediate outcomes have been achieved. These outcomes demonstrate progress in ECD on three interconnected levels: the enabling environment, the organizational level, and the individual level.

Clients are increasingly looking to CLEAR to assist them with ECD challenges. The total number of clients served has increased almost tenfold since FY14, and the overall set of clients has become more diverse though the focus on public sector clients remains. At the same time, CLEAR has deepened its relationship with strategic clients to serve customized needs for greater impact. CLEAR's contribution to generating and sharing its knowledge of ECD has also grown and its reputation for high-quality services remains intact.

As CLEAR moves into Phase III of the strategy it is important to celebrate the intermediate outcomes which have already been achieved, while at the same time acting to mitigate the challenges it faces. CLEAR works with determination to address these challenges. Details about CLEAR's progress towards outcomes and the strategies it pursues are provided in the following section .

Progress toward CLEAR's development objectives

CLEAR continues to make progress on its first objective: **“Strategic clients increase awareness, knowledge, and motivation to use M&E systems, methods, approaches, and tools.”**

- CLEAR has gone from serving 2,600 clients a

year in FY14 to nearly 24,000 clients in FY17. More than 80 percent of CLEAR's clients responding to feedback surveys reported high levels of increased knowledge and/or skills (see CLEAR global results summary, page 14).

- This year, Centers sharpened their strategic focus to work in a narrower set of countries and create deliberate portfolios with strong potential for impact. Centers prioritized deeper engagements with strategic clients to build country M&E systems and capacities. As a result, Centers' portfolios show a greater concentration of customized, technical assistance and trainings to clients committed to building national and subnational M&E systems in select countries (see CLEAR Regional Centers FY17 Achievements in Chapter 3). The types of clients continue to diversify as well, and now include a mix of the public sector, the private sector, civil society, and academia.

The Program in Rural Monitoring and Evaluation (PRiME) initiative also demonstrates international organizations seeking out CLEAR's expertise in the ECD field. In FY17, CLEAR began demonstrating the power of its network through this exciting new program. In light of the universal challenge for governments and development partners to measure, track progress, and use evidence for decision making against the Sustainable Development Goals, the International Fund for Agricultural Development (IFAD) and CLEAR partnered to develop this rural development-focused training and certification framework for M&E. The program takes a blended learning approach and builds the capacity of

participants through a sequence of basic and advanced courses. Course certification is exam-based and includes demonstrating the application of course concepts learned in project case studies. PRiME was successfully launched in October 2017 with 53 participants from 46 countries receiving training in three languages. The initial successes from the first delivery of the PRiME course illustrate the leadership role the CLEAR network is playing in the M&E space (see Figure 2.1: Five Components of PRiME, page 9).

CLEAR is also beginning to show progress on the second objective: **“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.”** Potential clients are increasingly looking to the CLEAR Initiative to tackle difficult challenges they face with ECD within their organizations.

- Centers' knowledge-sharing activities related to what works and what doesn't work in ECD have increased overall. In FY17, 58 knowledge-sharing activities were delivered as compared to 50 in FY16 and 37 in FY15, and 30 knowledge and applied research products were produced in FY17 compared to 25 in FY16.
- Some Centers have scaled up work with academic institutions beyond their host institutions to develop M&E courses and curriculums (South Asia [SA], Anglophone Africa [AA]), some have moved forward in establishing CLEAR Affiliates (CLEAR AA/ CLEAR GIMPA) and others in Francophone Africa

Figure 2.1: Five Components of PRiME



have started proactively building the capacity of voluntary organizations for professional evaluation (VOPEs) to deliver ECD services (CLEAR FA).

A transition strategy for CLEAR to move to the next phase of implementation is currently under way (see Chapter 4). This work is being led by a consultative group consisting of Center directors and multi-donor trust fund donors. The overarching strategy work includes a focused, directive piece on partnerships, because partnerships with other ECD providers are key to the growth and higher impact of the Initiative. Given the limited size of the CLEAR program, partnerships are necessary to achieving the program's mission. The partnership strategy will explore how ECD providers can be leveraged for the delivery or co-delivery of existing services, for increasing knowledge in strategic priority areas, or for complementing areas of expertise to provide comprehensive services to clients.

Although results continue to be uneven, all centers are achieving some results under the third and last objective: **“Achieving institutional and financial viability to be able to provide strategic services to clients beyond the life of the multi-donor trust fund.”** Centers vary significantly in the degree to which they have been able to become financially self-sustaining so far: the ratio of CLEAR multi-donor trust fund revenue (dependency on the CLEAR grant) to total revenue of Centers in FY17 varied between 0 percent—that is, no use of CLEAR multidonor trust fund funding in the CLEAR Latin America and the Caribbean Center (LAC)—78 percent in the case of the CLEAR SA Center. Each Center has set targets

for this ratio for the next three years, taking into account their baselines but progressively reducing their reliance on the CLEAR grant. Centers that are currently most reliant on the multi-donor trust fund are making continued progress toward identifying other sources of funding, including expanding revenue-generating business lines and exploring alternative donors. A network-wide funding strategy is being developed to identify the right mix of funding sources from revenue streams such as fees for services and donors so that CLEAR can achieve its strategic goals of sustainability and increased impact. For more on CLEAR strategy-related work in FY18, see Chapter 4.

On institutional sustainability, in FY17 Centers strengthened their relationships with host institutions through co-development and delivery of services. For example, CLEAR FA, facing staffing constraints, successfully leveraged professors at the Le Centre Africain d'Etudes Supérieures en Gestion (CESAG) to lead its thematic training courses, ensuring the continuation of high-quality services. CLEAR LAC and CLEAR SA continued using their host institutions' academic resources—professors and training material—to deliver their services. In CLEAR AA, Wits' Centre for Learning Teaching and Development partnered with CLEAR AA for an online module on results-based management that reached more than 7,000 individuals. Shanghai National Accounting Institute collaborated with CLEAR East Asia (EA) to deliver online courses on M&E, including evaluation on public projects, on fiscal expenditure, budgeting, and evaluation management among others, reaching almost 5,500 individuals.

Strengthening M&E capacity in the enabling environment, the organization, and the individual

The CLEAR Initiative measures progress along its theory of change at three levels of ECD: the enabling environment, the organization, and the individual. This categorization is drawn from existing ECD literature.

By working at all three levels, the CLEAR Initiative aims to bring together all the pieces necessary to create a robust M&E environment for clients. Each of the six Centers continues to approach this challenge in its unique way, with activity portfolios grounded in the specific needs of their respective regions. Though each center is expected to work on all three levels, the balance of activities needed to build a robust system will necessarily vary with local conditions.

Enabling environment level

Reflecting a shift in strategic focus to strengthening M&E systems and capacities in targeted countries, Centers combined to deliver 89 activities aimed at strengthening the **enabling environment** for M&E this fiscal year, up from 53 activities in the prior year. These activities are primarily aimed at having an impact that goes beyond single organizations or individuals to strengthen the M&E environment overall.

Two-thirds of this year's enabling environment work engaged public sector clients in initiatives to strengthen national and subnational M&E systems and promote the use of evidence in decision making. At the same time, this year marked a broadening of Centers' client engagement to serve a wider diversity

of client groups: M&E networks, donors, civil society, the private sector, research, and academia formed 34 percent (30) of the primary segment clients served at the enabling environment level in FY17, up from 30 percent (16) in FY16.

Examples of the kinds of activities that CLEAR Centers implemented at the enabling environment level of ECD in FY17 are:

- Technical assistance or advisory that aims to build M&E systems or assess programs at the national, subnational, or municipal level of government. Such services increased to 17 in FY17, compared to four in FY16. Examples included: supporting the development of a new M&E policy and legislation in Ghana; a multi-component capacity-building initiative with the federal government to improve public spending through the development of a national M&E system in Brazil; development of an M&E system in the Brazilian state of Santo Espirito; technical assistance in the creation and functioning of a newly formed independent technical evaluation council in the Mexican State of Jalisco; deepening technical support to existing strategic clients such as the state of Tamil Nadu in India, the National Council for the Evaluation of Social Development Policy (CONEVAL) in Mexico, and Minhang District Shanghai in China.
- Customized capacity-building training for high-level policy makers, parliamentarians, or bureaucrats with the authority to make decisions that have far-reaching effects on policy or funding. In FY17, 19 capacity-building training courses or workshops to encourage use of evidence and M&E

in policy and funding decisions were delivered, compared to 15 in FY16. Examples included: high-level government officials in Brazil, China, and India; and parliamentarians across Anglophone and Francophone Africa.

- 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 FY17, 24 knowledge or applied research products, compared to 13 in FY16, were created and disseminated by four of the six Centers; some of these products were also presented at high-level meetings and conferences. Examples included: two M&E handbooks modeling good practices from Britain and Mexico developed by CLEAR Brazil, a compilation of evidence-use case studies developed by CLEAR LAC, and several journal articles on evaluation methods authored by CLEAR AA staff for a special edition of the *African Evaluation Journal*.
- 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 FY17, Centers played active roles in 29 high-level dialogues, seminars, panel discussions, or conferences with key stakeholders to promote the use of evidence reaching an audience of over 2,000 individuals. Two Centers, CLEAR LAC and CLEAR EA organized week-long evaluation events in partnership with key regional stakeholders, bringing together hundreds of M&E professionals, policy makers, and academics.

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, frameworks or even advocacy, dialogue, and research.

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, a government agency, an M&E association, or an 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.

Organizational level

This year, the Centers delivered 41 activities aimed at strengthening the **organizational capacity** of strategic clients and partners, down from 76 activities the prior year. Most of this decrease can be attributed to Centers’ increased selectivity: targeting clients where greater potential impact can be achieved, and responding to regional market demand. As the CLEAR Initiative’s Phase 3 strategy (see Chapter 4) continues to be developed and the Centers look for ways to achieve increased financial independence, Centers will increasingly need to look at the financial viability and likely impact of organizational interventions to determine whether it is important to undertake them.

Just over half of centers’ organizational clients were from government (22 in FY17 compared to 50 in FY16), 20 percent were from civil society (8, compared to three in FY16), and the remainder included donors, M&E networks, the private sector,

and academia. Some examples of organizational capacity interventions in FY17 included:

- 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 FY17, 16 technical assistance and advisory projects were carried out by CLEAR SA, FGV/EESP CLEAR, CLEAR LAC, and CLEAR AA.
- Customized training courses or workshops for staff of a specific organization, based on an in-depth organizational needs assessment. In FY17, a total of 11 customized training courses were delivered mostly to government or civil society clients, by CLEAR SA and CLEAR AA. After the course or workshop, 72 percent of participant respondents cited high “increase in knowledge and/or skills.”



Individual level

The number of activities at the **individual level of capacity development** was nearly static in FY17, increasing to 58 from 57 the previous year and representing 33 percent of all interventions. At the same time, however, participant reach increased from approximately 13,000 last year to approximately 17,000 this year. Although these activities often have a much narrower focus than enabling environment or organizational activities, they are a critical component of CLEAR's work to build evaluation capacity. These courses can reach many clients with one intervention, and some course graduates become champions for ECD at a much more systemic level. Additionally, these activities allow the Centers to raise revenue which can be used to fund other public good-type activities which may not otherwise be financially viable.

One challenge that the Centers will face is monitoring, at the outcome level, the impact of individual activities. Without adequate follow-up with participants after the activity's completion it is not possible to assess the achievement of outcomes.

Examples of successful individual activities that the centers carried out this year include:

- 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 FY17, 28 face-to-face open-enrollment

courses and training workshops were delivered to 1,650 participants across all Centers. After the course or workshop, 82 percent of participant respondents to the surveys cited high "increase in knowledge and/or skills." Moreover, the East Asia Center continued its online M&E course in China, reaching 5,400 online learners, and Anglophone Africa delivered two massive online open courses (MOOCs) on results-based management to a total of approximately 9,800 participants.

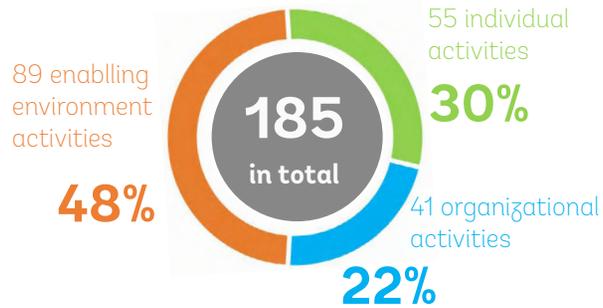
- Knowledge-sharing events (panels or workshops) at broad M&E events, including conferences, where the primary aim is raising individuals' awareness or building the skills of those attending, irrespective of which organization they are from. In FY17, to promote peer learning and knowledge sharing on M&E and ECD, Centers presented or participated in 21 events on topics such as measurement, surveying, disseminating evaluation findings, and impact evaluations.

Individual Level

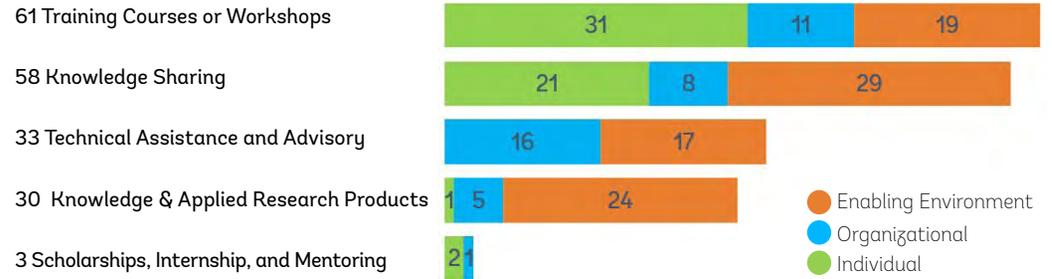
The **"individual" level of ECD** emphasizes the individual whose knowledge, skills, or competencies are essential to achieving any systems-level or culture change. CLEAR's work in this area includes activities that primarily aim to increase the evaluation capacity of people (as individuals) across many 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.

CLEAR global results summary

Activities per ECD Level



Activity Type per ECD Level



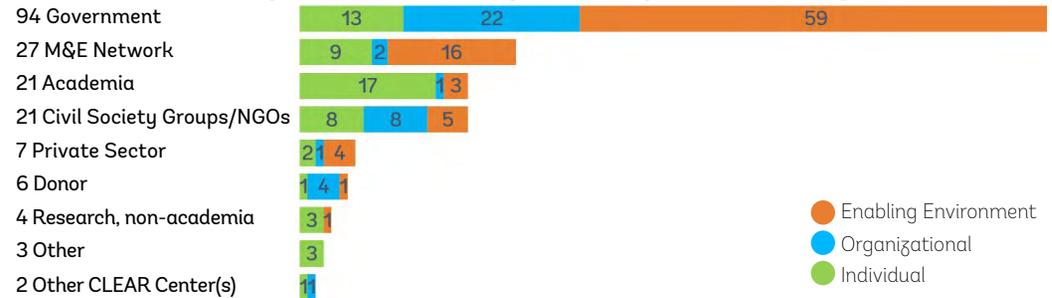
Total Participants

23,954

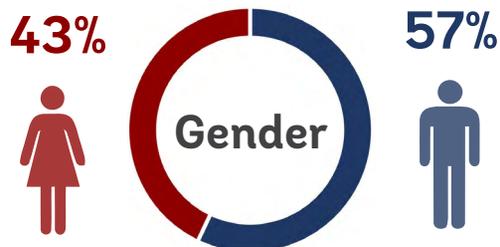


Total participants from 115 activities for which data were available.

Activities per ECD Level by Primary Client Group Served



Participants by Gender



Gender shares from 71 activities for which gender data were available.

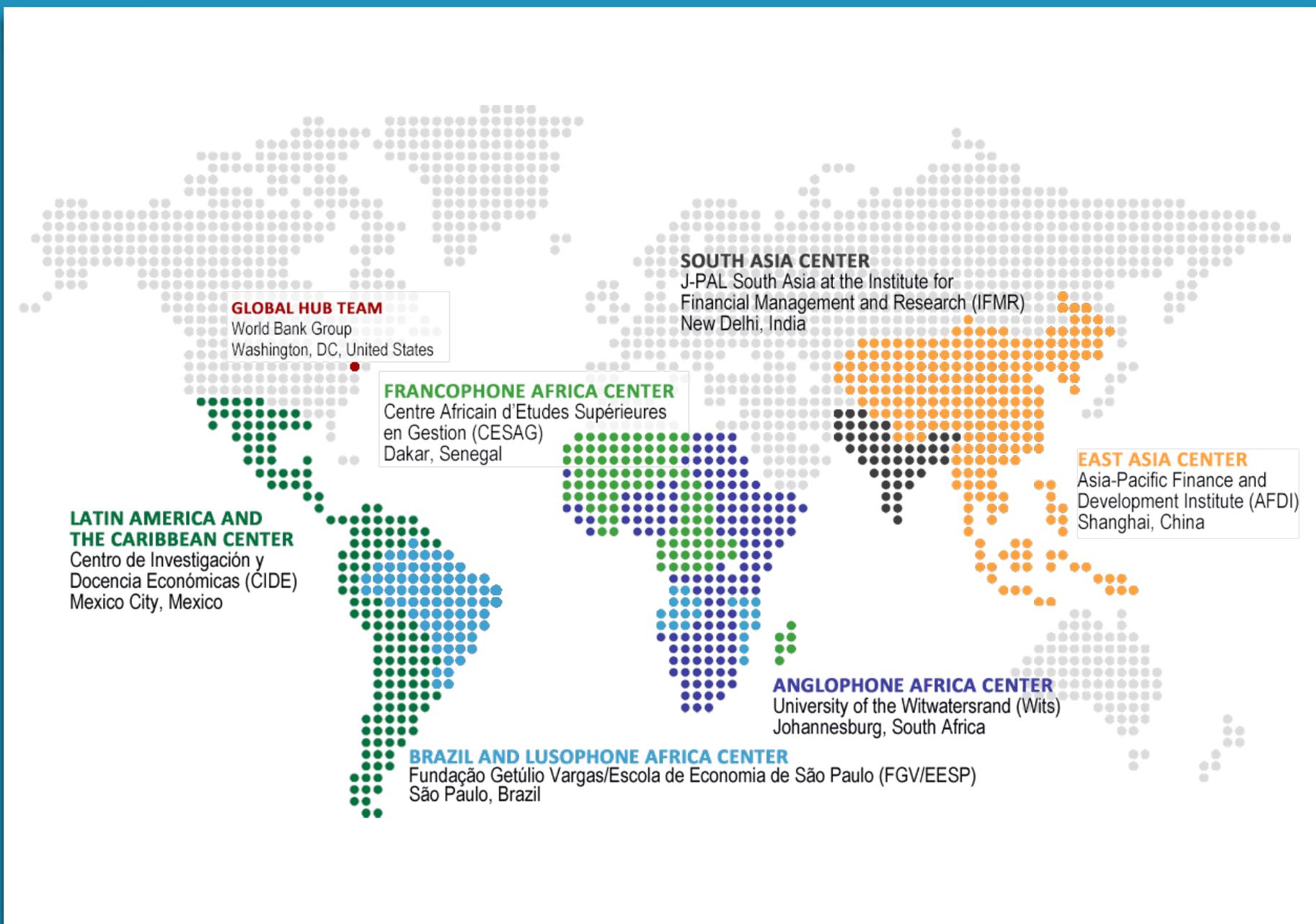
Client Ratings for Services

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



Ratings from 45 activities for which client ratings for services data were available.

3. CLEAR Regional Centers: Achievements in FY17



Anglophone Africa



Strategic focus areas

CLEAR AA's primary aims have 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. To achieve its objectives, the Center works to build capacity at all three ECD levels in strategically selected countries and in partnership with key institutions and initiatives. In line with its strategy, this year the Center focused on a narrow set of countries where clients sought integrated services in M&E, to achieve more purposeful and tangible outcome objectives that are relevant to target country and client needs and conditions. With high demand and the presence of champions committed to broadening country M&E systems, target countries include Benin, Ghana, South Africa, Uganda, and Zambia, (in collaboration with CLEAR FA).

Collaboration with strategic partners remains central to CLEAR AA's way of taking to scale its work on the continent to deliver on its mandate, at the target country level and to address priorities across the broader region. A strategic decision was made to move from an individual-centric focus to regional bodies as expansion partners, because these provide key nodal entry points and pathways for expanding CLEAR's work on the continent. For example, (i) as implementing agency for the

[Twende Mbele](#) initiative, a multi-country program led by government counterparts from Benin, South Africa, and Uganda that aims to strengthen national evaluation systems through accountability, transparency, and learning; (ii) in collaboration with the African Parliamentary Network of Development Evaluation (APNODE), the Center carries out its Africa-wide M&E capacity-building initiative for parliamentarians who play a crucial role in democratic systems in stimulating equitable development; (iii) through establishment of regional CLEAR satellites—one has been established in West Africa (Ghana) and CLEAR AA is exploring the establishment of another in East Africa (Zambia).

Reflecting its regionalization strategy, this year marked a shift in the growth of its portfolio beyond South Africa to strengthen the capacity of M&E systems and institutional clients and individuals across Anglophone Africa, particularly in targeted countries, with nearly 70 percent of the Center's activities delivered beyond South Africa. The year also marked an increase in the production and dissemination of knowledge products to extract learning, promote use of evaluations, and strengthen evidence-based decision making. The Center developed the [Development Evaluation Training Program in Africa \(DETPA\)](#), a two-week open-enrollment, face-to-face M&E training program, and a second MOOC on [Theory of Change for Development](#).

CLEAR AA

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 Witwatersrand (Wits), a highly reputed South African public research institution.

Enabling environment

In line with the Centers' priority of serving strategically selected countries across Africa, the share of the Center's work on enabling environments grew from 42 percent in FY16 to 57 percent of activities in FY17. The Center provided services to governments, parliamentarians, M&E networks, academia, and the private sector to build national evaluation systems through a broadening array of training modalities: training, technical assistance, applied research products, and knowledge sharing.

After finalizing an agreement with the Ghana Institute of Management and Public Administration (GIMPA) to establish a CLEAR Center affiliate in 2016, CLEAR-AA hired a full-time local coordinator to support the growth of its capacity-building program in this priority country. This local presence has actively supported the evolution of the Ghanaian National Evaluation Policy and facilitated relevant

CLEAR AA M&E events in West Africa. This year's focus has been on building up CLEAR GIMPA's capacity to build others' capacity, sharing tools, coursework, and other materials, and involving CLEAR GIMPA in co-delivery of CLEAR AA's work program. For example, CLEAR AA worked with GIMPA to train trainers and parliamentarians in a three-day course, part of an effort to build a regular training program for the newly elected Parliament.

This delivery approach has achieved promising results. Close support extended to Ghana's National Development Planning Commission, the constitutional body responsible for national planning, monitoring, and evaluation, led to a road map of the National Evaluation Policy. A new Ministry of Monitoring and Evaluation at the Presidency now has a mandate to track the performance of Government's flagship projects; in collaboration with Twende, CLEAR AA's influence effected a wider approach to M&E system construction in Ghana

by bringing in peer-to-peer learning from Twende board members in Benin, South Africa, and Uganda. Another achievement was the establishment and accreditation of a postgraduate degree in M&E at GIMPA, the first of its kind in Ghana.

In East Africa, CLEAR AA developed an emergent partnership with the M&E department of Zambia's Ministry of National Development Planning. The Ministry commissioned a Government Sector Needs Assessment to investigate its current evaluation capacity and to develop a framework to guide future evaluation. Through UNICEF, CLEAR AA along with six Zambian universities, conducted a scoping study in Zambia in order to identify the appropriate University to develop local capacity. The inclusion of CLEAR AA is part of strengthening the supply-side to the growing demand for M&E within the Zambian government.

The Center continued toward its goal to deepen

Figure 3.1.A: Activities per ECD Level

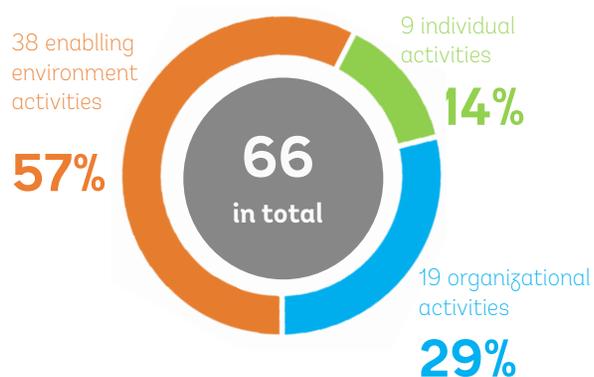
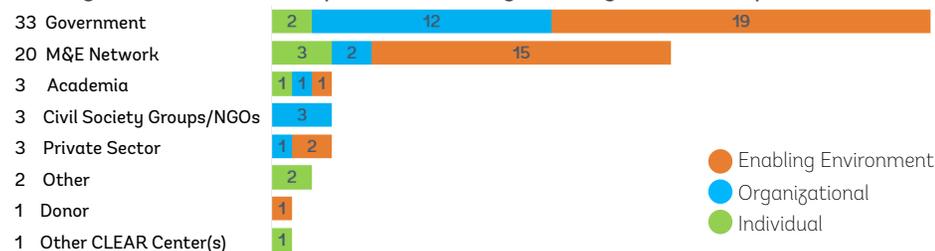


Figure 3.1.B: Activity Type per ECD Level



Figure 3.1.C: Activities per ECD Level by Primary Client Group Served



democracy by strengthening public accountability, building the capacity of parliamentarians to use evidence from evaluations in decision-making, and thereby enhancing legislative oversight. Through technical assistance, CLEAR AA developed a strategic plan for the APNODE parliamentary network to embed M&E in national frameworks, or in national strategic plans across multiple ministries. It also delivered eight training events across the continent to 255 parliamentarians. According to feedback surveys from training conducted in Ghana, Kenya, Tanzania, Uganda, and Zimbabwe, 77 percent of parliamentarians who responded cited high levels of increased skills or knowledge gained.

This year marked a major increase (12 activities compared to seven in FY16) in the Center’s production and dissemination of M&E knowledge products and learning to promote evaluation and nurture M&E-enabling environments. CLEAR AA translated the applied research emerging from its programmatic

work into a series of knowledge products that have contributed to strengthening the “what works” and “how to” of M&E capacity development in Africa. CLEAR AA published six peer-reviewed research articles in the recently accredited special edition of *African Evaluation Journal*. This year’s completion of the African Evaluation Database (AfrED) advances the use of empirical data to discover regional patterns of evaluation practice.

Organizational

Most of CLEAR AA’s work to strengthen M&E capacity at the organizational level took the form of technical assistance or customized training (13 of 19 total activities at the organizational level, see Figure 3.1.B) in support of predominantly new and existing public sector clients. For example, in South Africa, CLEAR focused on building M&E skills and systems in key sectors, like education and infrastructure (see Box 3.1).

It also developed several knowledge products to support institutional development, including research to develop a M&E competency framework, and subsequently, common M&E curriculums among a number of higher education institutions in targeted African countries. One CLEAR staff member was nominated onto the board of AFREA and forms part of the Center’s continued support to M&E associations and networks, through active participation in knowledge-sharing events and research.

Individual

Addressing the scarcity in quality and quantity of M&E professionals across the region, CLEAR AA increased the number of its initiatives to support skills of individuals from three in FY16 to nine in FY17. The Center launched two MOOC—one on [Results-Based Management](#) and the other on [Theory of Change for Development](#). It also launched a two-week open-enrollment face-to-face M&E training program, DETPA, in partnership with the host institution, Wits.

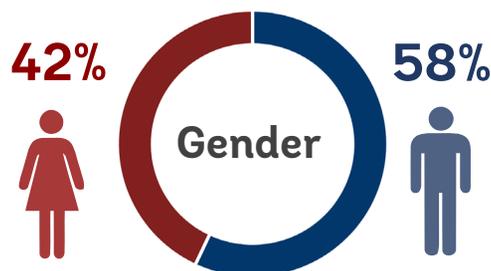
Figure 3.1.D: Total Participants

11,967



Total participants from 36 activities for which total participants data were available.

Figure 3.1.E: Participants by Gender



Gender shares from 32 activities for which gender data were available.

Figure 3.1.F: Client Ratings for Services

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



Ratings from 11 activities for which client ratings data were available

Box 3.1 STRONGER CAPACITIES FOR HIGHER IMPACT IN THE TRANSPORTATION SECTOR

A cornerstone of South Africa's National Development Plan is connecting people to jobs through an efficient, responsive transportation system¹. Given the direct, tangible impact that transportation has on citizens' lives, the national transport budget in South Africa has been increasing. Nevertheless, there are growing constraints on the use of these resources; recent disputes over education spending priorities indicate the need for strong capacities to use evidence in allocating limited resources to areas of highest impact.

Recognizing this, CLEAR AA identified South Africa's Transport Education Training Authority (TETA) as a core strategic client. TETA is a government agency responsible for coordinating and implementing skills-development programs for the entire transportation sector in the country, including aerospace, maritime, road, and rail. Its key responsibilities include making annual strategic skills-development plans and then measuring performance to review progress in the use of these skills.

How CLEAR AA helped

At the start of this engagement, CLEAR AA conducted a diagnostic to understand TETA's research planning processes and capacity needs. The assessment revealed that evidence was not systematically being used in determining research plans and budgets, leading to poor organizational management and decision making. There was duplication of duties within the organization because research and monitoring functions were allocated to different units, leading to the ineffective use of research resources and limiting the extent to which skills could be strengthened in the sector.

CLEAR AA provided TETA with specific recommendations to improve its overall management systems. These recommendations included developing a new research strategy, increasing the capacity of managers to commission

and manage evaluations, and restructuring M&E and knowledge management systems.

The Center offered on-the-job training for TETA staff, as well as ongoing technical support during the project. The technical assistance work included activities such as:

- Reviewing and interpreting the evaluation framework with the TETA research team (mentorship)
- Co-building monitoring plans for the skills development programs
- Reviewing monitoring tools including review of program-specific indicators
- Support and advice on improving data systems
- Assisting in planning and rollout of research advocacy campaigns targeted at sector stakeholders
- Co-planning and implementing research dissemination strategies

What were the outcomes?

- **Increased budget for research and M&E.** TETA increased the annual budget allocated to research and M&E activities from \$384,615.00 in 2016 to \$769,230.00 in 2017, a growth of 100 percent. This additional budget is now used for management training to improve their capacity to manage and use research. The rest is used to pay for an annual evaluation of the organization's programs.
- **Improved planning processes.** Every year, TETA conducts a Sector Skills Plan that outlines all the activities it will undertake that year. With technical assistance from CLEAR AA, TETA is now basing these plans on more rigorous information about labor market trends. The process has also been made more participatory to cater to the needs of its members; for example, there is now increased consultation with employers in various

¹ *South Africa Yearbook*, p. 2: <http://www.gcis.gov.za/sites/www.gcis.gov.za/files/docs/resourcecentre/yearbook/Transport-SAYB1516.pdf>

transport subsectors. CLEAR AA facilitates these consultations through a series of workshops across all provinces.

- **M&E-enabling operating structure.** TETA made two important structural changes. First, the M&E Unit and the Research & Knowledge Management Unit, which previously functioned independently of each other, now report to the same manager, allowing for more collaboration and information sharing. Second, Strategic Planning moved out of Operations to the Research, Knowledge Management, and M&E Unit to optimize the use of evidence in strategic decision making.

CLEAR AA is now conducting a systematic review of all the research and evaluation studies that TETA has commissioned over the past 10 years. The aim of this review is to help TETA set a research agenda that fills important knowledge gaps.

CLEAR AA will use this experience to launch a knowledge management community of practice for all the national authorities in charge of skills development for different policy areas, such as education, health, and banking, among others. The community of practice is a mechanism for information sharing, learning, and the exchange of ideas on best practices.

Why this matters

M&E is becoming more and more entrenched in South Africa's governance system. Though the national evaluation system is gaining more traction and coverage across a wide range of departments and government spheres across South Africa, the use of evidence in decision making is complex to track. This is due to the difference between the incentives for compliance and the incentives for learning. Nonetheless, the work done with TETA serves as an innovative approach to building capacity through organizational reform in a critical industry. The TETA technical assistance provided by CLEAR AA has helped accomplish the goal of compliance in reporting on skills development, while at the same time enhancing the learning that emerges from good monitoring. This has the potential for wider reverberations in enhancing other South African skills development programs. With a formal unemployment rate of 25 percent and informal unemployment rate of 40 percent, employment and skills development are central to pulling people out of poverty.



Francophone Africa



Strategic focus areas

The growing commitment of Francophone African states to good governance and efficiency in public management has been accompanied by higher demand for expertise in M&E and performance management. The supply of M&E training in Africa has grown in recent years, but is fragmented and varies in quality; there is still a shortage of well-trained M&E professionals who can conduct rigorous thematic evaluations. Moreover, most training programs offer basic courses on M&E, while the demand is increasingly for more specialized training—thematic courses such as water and sanitation (WASH), Energy, Agriculture, the Sustainable Development Goals, etc., or technical courses such as on impact evaluations or performance-based budgeting. CLEAR FA caters to this demand for thematic and technical courses to create a critical mass of highly qualified in-country M&E professionals who contribute to strengthening national M&E systems and promote a culture of evaluation across Francophone Africa.

There is also emerging interest from African parliamentarians in evaluation, a change from their previous sole focus on budgetary control. This interest has grown since the creation in March 2014 of APNODE, supported by the African Development Bank (AfDB) and other partners, including CLEAR AA. Some countries have since attempted to establish

legislative frameworks and mechanisms that would allow them to carry out internal evaluations of public policies. This is a welcome trend that CLEAR FA has supported through its work with APNODE, and in FY17 the Center delivered a customized workshop for the Parliament of Niger.

CLEAR FA has been revisiting its strategy of building ECD capacity in the region, transitioning from an opportunistic approach to working with select, strategic clients and partners who have the commitment and capacity to implement changes after developing their evaluation capacity. In FY17, a year in which CLEAR FA was between CLEAR grants, the Center solidified this strategic approach through a business plan that clearly lays out its priorities for the coming years, reflecting regional country conditions and needs; outlines selectivity criteria for clients and partners; and sets its financial and sustainability plan. As part of this business plan the Center selected priority countries—Benin, Côte d'Ivoire, Niger, and Senegal—and decided to work across the region through partnerships, for example with 2ie in Burkina Faso. The Center identified VOPEs as a key type of strategic client and scaled up its work with them in FY17. This strategic approach to client selection allows the Center to offer more integrated, comprehensive, and longer-term services, using its limited resources for the greatest impact.

CLEAR FA

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

Enabling environment

In a continued effort to promote a culture of evaluation in the region, the Center collaborated with the Finance Organization Control and Strategy Lab at the Cheikh Anta Diop University in Dakar to deliver customized capacity building to the Deputies of the Finance Committee of the Parliament of Niger on “Results-Based Budgeting, Voting, and Parliamentary Control of the Budget,” with the aim of influencing Niger’s fiscal policy and use of evaluative evidence in making and executing national policies. The training event shared concepts and core principles of public finance management, particularly on the use of evidence in the preparation, execution,

and monitoring aspects of national budgets. The event attracted 24 participants. All participants who provided feedback assessed their increase in knowledge and skills as a result of the event, quality, and usefulness of the training as high (4 or 5 on a 5-point scale).

As part of Twende Mebele, in collaboration with CLEAR AA, the CLEAR FA Center participated in an initiative aimed at adapting South Africa’s Management Performance Assessment Tool (MPAT) for use in Benin and Uganda. MPAT is used to monitor the state of management practices in national and provincial departments in South Africa, with the aim of improving service delivery. The Center also shared

its perspectives and advice on the M&E environment in Benin.

Organizational

Francophone Africa has many unstructured low-capacity, VOPEs with the potential for high impact. Therefore, the Center has identified VOPEs as key strategic partners; in collaboration with the Francophone Evaluation Network, UNICEF, UNWomen, and the African Evaluation Association (AfrEA), it has launched a multi-year capacity development initiative to increase the capacity of VOPEs to achieve their goals. In FY17, the Center undertook a stocktaking exercise to review

Figure 3.2.A: Activities per ECD Level



Figure 3.2.B: Activity Type per ECD Level

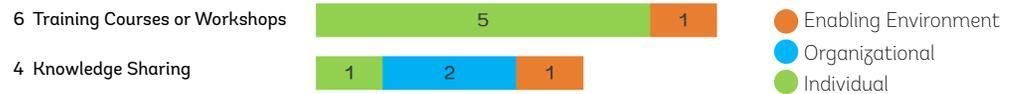
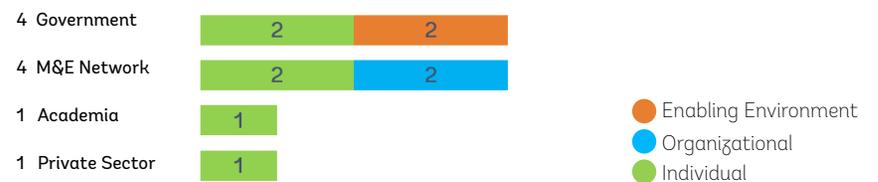


Figure 3.2.C: Activities per ECD Level by Primary Client Group Served



their progress in this initiative. In a participatory discussion, the main challenges to the success of VOPEs were identified, and the additional support needed to achieve sustainability was agreed upon. The Center broadened the VOPE discussion in a second knowledge-sharing event as part of the AfrEA conference in FY17. As a result, each VOPE developed three-year strategic action plans (see Box 3.2).

Individual

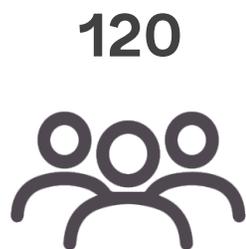
Responding to the demand for thematic courses, CLEAR FA provided direct open-enrollment courses to individuals on various thematic and technical areas such as Water and Energy, as well as humanitarian

evaluation and performance-based budgeting. It offered four open-enrollment training courses in FY17, including three in Burkina-Faso (WASH, Energy, and performance-based budgeting) in collaboration with technical specialist partners from 2ie, to 21 technical experts and evaluators from government, civil society, academia, and private consulting. The fourth course trained consultants to take on work with UNICEF for development programs on humanitarian response; 17 independent consultants attended. 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. Of the participants who provided feedback from these four courses,

89 percent assessed their increase in knowledge and skills because of these training as high.

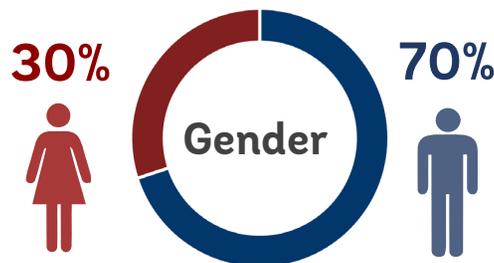
The Center also participated in an initiative organized by the African Capacity Building Fund to share ideas on how to set up a platform to improve synergies and create new partnerships for the effective and sustainable strengthening of M&E in Africa. It also presented in the 12th Biennial European Evaluation Society Conference to share its knowledge on establishing a global certification and capacity-building program, and to share its experience and learning from its program of supporting emerging evaluators in Africa.

Figure 3.2.D: Total Participants



Total participants from 8 activities for which total participants data were available.

Figure 3.2.E: Participants by Gender



Gender shares from 8 activities for which gender data were available.

Figure 3.2.F: Client Ratings for Services
(percentage who rated 4 or 5 on a 5-point scale)



Ratings from 5 activities for which client ratings data were available

Box 3.2 STRENGTHENING INSTITUTIONAL CAPACITIES OF VOPEs TO ADVANCE EVALUATION IN FRANCOPHONE AFRICA

In recent decades, several volunteer organizations for professional evaluation (VOPEs) have emerged across French-speaking Africa. These VOPEs bring together evaluation practitioners from government, nonprofit organizations, and academia to advance evaluation as a profession and ultimately improve development outcomes. In some instances, VOPEs have had significant influence on evaluation-related policies at the national or ministerial level. However, their impact and scope of action are often constrained by fragmented, informal membership and limited organizational cohesion and capacities. According to EvalPartners, in 2013 only 49 percent of world VOPEs were legally recognized by

their governments, 36 percent were still informal networks, and only 15 percent had a charter and bylaws. Progress has been slow since.

Identifying the potential of VOPEs to strengthen national evaluation capacities, CLEAR FA launched, in collaboration with a consortium of five partners, an integrated capacity-building program to strengthen VOPEs' organizational capacities. The Center's partners were UNICEF, UNWomen, the International Organization for Cooperation in Evaluation, EvalPartners, the Francophone Evaluation Network, and the African Evaluation Association.

How CLEAR FA helped

In October 2015, nine French-speaking VOPEs from eight countries were selected to participate in the program. Each VOPE was asked to conduct a self-diagnostic study as input to program design and delivery. The diagnostics included a brief history of the VOPE, a SWOT (strengths, weaknesses, opportunities, and threats)-style analysis, and a mapping of its existing stakeholders.

After analyzing these diagnostics, the Center found that the most pressing needs for VOPEs included: (i) maintaining consistent leadership and increasing their membership; (ii) identifying and mobilizing strategic partners to support their advocacy efforts; and (iii) closing capacity gaps related to fundraising and financial management, administration, and communication. Accordingly, CLEAR FA and its partners designed an integrated program consisting of a three-stage customized training, knowledge-sharing activities, roundtables, bursaries, and mentoring.

With the help of CLEAR FA, each VOPE developed its three-year action plan for moving away from an opportunistic approach to a more deliberate, strategic approach for high impact. These plans were revisited periodically to measure progress made, and adjusted as new skills were gained.

What were the outcomes?

While progress areas varied by VOPE, by the end of the program the overall achievements were:

Enabling Environment

- **Increase in number of engagements with public sector and civil society partners through advocacy:** VOPEs reported that enhanced organizational capabilities allowed them to take on more leadership roles in partnerships with civil society, and national and subnational governments for advocacy. For example, RISE, through its advocacy with parliamentarians, successfully advocated for the institutionalization of evaluation

in the new constitution of Côte d'Ivoire (adopted on November 8, 2016). In Mauritania, AMSE successfully participated in the implementation of a program to strengthen the capacity of structures dedicated to evaluation of public policies and programs in the Ministry of Finance. In a remarkable step forward, the referendum on constitutional amendments, held in Senegal on March 20, 2016, enlarged the role of the National Assembly in the Evaluation of Public Policies. This was the result of coordinated action by civil society that promoted good governance and evaluation, in which SenEval played a prominent role.

Organizational level

- **Increased use of strategic planning tools.** All VOPEs learned how to use a SWOT analysis to assess future planning needs, and created action plans for identified priorities. They also systematically reflected on lessons learned from selected case studies. Other tools adopted included

the Balanced Scorecard to measure VOPE activities related to learning, processes, clients, and finances, and the VOPE Toolkit, a collection of curated descriptions, tools, suggestions, and software developed by EvalPartners to support the establishment and management of emergent and developed VOPEs. Several VOPEs regularly draw from the knowledge acquired through this program for day-to-day management and strategic planning.

- **Improved legal and administrative processes.** VOPEs developed or updated their charters, bylaws, and operations manuals to create procedural efficiencies, become more attractive to donors, and preserve organizational memory from the effects of staff turnover. Some also hired new personnel for administrative and accounting responsibilities. APAEP, formerly known as 3CSE, which was only a network, formalized its status and registered with the Ministry of the Interior and Public Security of Benin as a formal Association. In Cameroon, CaDEA undertook a process of reforming its internal management procedures and reorganizing its governance bodies.
- **New strategic funding and technical-partnerships.** VOPEs generally have limited internal resources and need strategic partners to deliver activities. With the help of CLEAR FA's program, VOPEs developed new partnerships with international and national donors, including UNDP, OXFAM, national ministries, as well as the consortium partners (most prominently, UNICEF and UNWomen). These connections secured

them the financial means and technical knowhow to target decision makers at different levels of government and to find emerging evaluators.

Individual level

- **Enhanced leadership and management capabilities.** Through training and mentorship, selected individuals identified as having critical decision-making roles in the VOPEs built their skills related to leadership, fundraising, and communication. Overall, the VOPEs reported a reduction in turnover and increased staff capacity to improve the overall functioning and effectiveness of VOPEs.

Why this matters

VOPEs are generally started by a group of skilled individuals committed to promoting evaluation. As this individual-level commitment turns into strong organizational-level efforts, VOPEs tend to have higher impact on M&E policies and systems through advocacy and direct services to public sector clients. Evidence to this effect has been researched and documented by EvalPartners.

In French-speaking Africa, most VOPEs are struggling to take this leap. By helping VOPEs develop into more formal associations or societies, backed by strong institutional capacities, the Center has contributed to expediting this process. Strong capacities and leadership are now translating into VOPEs taking on a more active role to address policy challenges.



Nab Léonard DABIRE

Representative

ReBuSe

“ Personally, I find the tools taught are very adapted to the context of the associations (...) we apply them in the planning and the implementation of our activities (...) Networking with other VOPEs has been very beneficial for me.

”

“

The Balanced Scorecard was very helpful. It is a powerful analysis and steering tool that helps to find good orientations for VOPEs. It inspired us to set up an application (software) for administrative and financial management of SenEval, to improve our functioning.



Dieynaba DIA

Former General Treasurer

SenEval

”



Mamadou Coulibaly

Permanent Secretary

RISE

“ The Program has enabled RISE to have a well-defined, realistic and credible action plan. This action plan resulting from the work with the consortium has received favorable feedback from development partners, including UNICEF and UNDP, who have not hesitated to support us in its implementation.

”

South Asia



Strategic focus areas

As one of the first suppliers of M&E capacity building in the region, CLEAR SA has established itself as a key player in the M&E regional market. The Center's thematic areas of expertise include impact evaluation, measurement, survey design, and use of evidence. Because of its continued focus on quality and interactive pedagogy, the CLEAR SA Center and its capacity development activities have high credibility in the region.

Partly in response to the notable increase in the demonstrated value and acceptance of M&E in the public sector, the Center has gradually scaled up its existing engagements with government sector clients, while also targeting new government clients that have the potential for high impact. Two of its strategic clients are highly esteemed branches of the Indian civil services: Indian Administrative Services (IAS) and Indian Economic Services (IES). Introducing officials from these agencies to cutting-edge techniques in M&E increases the likelihood of the collection and use of evidence in the public sector. At the subnational level, the Center's host institution holds a strategic, multi-year Memorandum of Understanding (MOU) with the Department of Evaluation and Applied Research (DEAR) in the state of Tamil Nadu, tasked with managing and commissioning evaluation studies, and has signed a new MoU with the government of Punjab.

Similarly, demand from civil society has also been increasing, driven by CSOs' recognition of the utility of M&E for both program success and donor requirements. CSOs are more willing to invest in M&E capacity building, as demonstrated by their increased demand for the Center's paid services. For instance, civil society was about 40 percent of the fee-based, open-enrollment executive education course in 2012; this share increased to over 60 percent by 2016. In FY17, the Center scaled up its work with CSOs and academia to address a gap in the supply of customized services to these client groups. Its engagement, particularly with Central Square Foundation (CSF), allowed it to develop a menu of advisory services that facilitates the Center's ability to respond to clients' request for deeper and more customized technical assistance for CSOs.

In FY17, the Center made substantial progress in mitigating challenges related to measurement. The Center launched tracer studies to understand the impact of its services on key clients (UNICEF India and Reliance Foundation) and make improvements in customized services delivered. It also started systematically collecting participants' information for knowledge-sharing activities, contributing to the increase in participants' numbers from 354 in FY16 to 1,634 in FY17—an almost fivefold increase.

CLEAR SA

The CLEAR South Asia (CLEAR SA) 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 reputed agency in South Asia, known best for its rigor in conducting impact evaluations across a range of development sectors. It was established in 2007 and was selected to host the CLEAR Center for South Asia in December 2010.

Enabling environment

To influence M&E systems, CLEAR SA targets high potential impact government sector clients at the national and subnational levels. At the national level, the Center delivers trainings to government officers from the Indian Administrative Services (IAS) and Indian Economic Services (IES)—top-level civil servants in India who have decision-making authority to commission and use evaluations. In FY17, CLEAR SA conducted a five-day training with IES officers that included a fieldwork component; 75 percent of participants assessed their increase in knowledge and skills because of this training as high (4 or 5 on a 5-point scale), and 92 percent assessed the quality as high. For the IAS, in response to client demand, this year the Center extended its support beyond its annual shorter training program, to include a 1.5-day training for incoming IAS officers. The feedback received from this training will help the Center make

improvements in the next iteration.

At the subnational level, the Center deepened its capacity-building programs with existing clients in the State of Tamil Nadu. It trained new DEAR staff on technical and operational aspects of conducting evaluations, and delivered a customized a two-day training program on Measurement and Survey Design for participants from the state’s administrative services. Eighty-six percent of feedback respondents from the state administrative services rated the increase in their knowledge and skills due to attending the training as high. The Center also delivered high-level technical presentations to six state governments on how to incorporate evaluative evidence in programs and policies. Clients included high-level officials from state governments of Andhra Pradesh, Gujarat, Odisha, Punjab, Rajasthan, and West Bengal, as well as members from research, education, and civil society.

In a new initiative, the Center’s host, J-PAL, signed a MoU with the government of Punjab to assist it in the formulation and evaluation of various schemes in key sectors such as health, school education, social welfare, and labor and employment, and to provide M&E capacity-building services, in which CLEAR SA will play a critical role in the coming years.

Organizational

In FY17, CLEAR SA delivered customized training courses on M&E topics such as impact evaluation, measurement, and survey design to four separate organizations—UNDP Bangladesh, UNICEF, Magic Bus Foundation, the National Institute of Rural Development & Panchayati Raj (NIRD) of the Indian Ministry of Rural Development. Together, these trainings reached 78 participants. On average, 73 percent of respondents to the feedback surveys

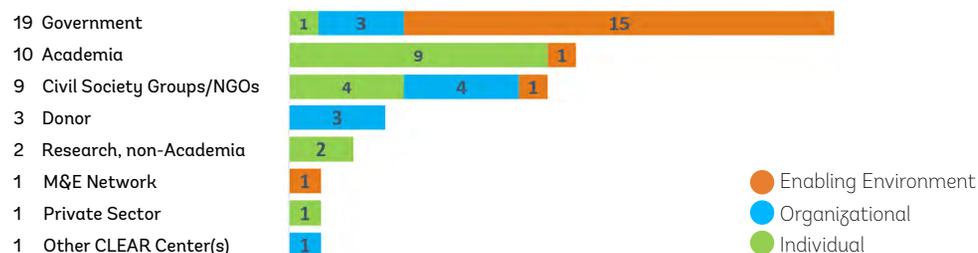
Figure 3.3.A: Activities per ECD Level



Figure 3.3.B: Activity Type per ECD Level



Figure 3.3.C: Activities per ECD Level by Primary Client Group Served



rated the quality of these trainings high, and 70 percent rated usefulness high. Fifty-seven percent rated their knowledge and skills increase as high because of the training—a result of the newness of some of these engagements, such as the Center’s work at academic institutions like NIRD. Despite this relatively lower rating, over 90 percent of the participants stated that they would recommend CLEAR services to other partners and clients.

To serve the civil society sector, the Center delivered a large technical advisory project to the Central Square Foundation (see Box 3.3). In addition, CLEAR SA participated in several knowledge-sharing consultations on approaches to evaluation, including consultations with United Nations’ IFAD and the Food Safety and Standards Authority of India, on food fortification and agriculture sector randomized controlled trials in Asia.

Individual

In FY17, the Center’s flagship five-day open-enrollment course on impact evaluation methods focused on understanding the necessity for rigor and scientific evidence and managing common pitfalls in conducting impact evaluation. Seventy-five percent of the participants who responded to the survey reported their increase in knowledge and skills from attending the course as high. In FY18, the Center plans to use tracer surveys to measure whether stated objectives of the training are being met. A similar course on impact evaluation was held by the Center’s counterpart CERP in Pakistan, attended by 30 participants mainly from government and civil society sectors. Eighty-seven percent of the respondents reported their increase in knowledge and skills from attending the course high.

The center also offered a three-day course of lectures, case studies, and experiential exercises, on measurement and survey design. Other courses and lectures included applications for randomized evaluations in development research at IFMR, informing policy and evidence from randomized evaluations at the Indian Institute of Technology, and a World Bank workshop in Nepal on evaluating the impact of education and health policy.

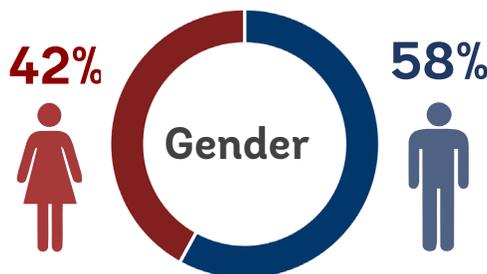
As part of the Center’s ongoing knowledge-sharing activities, CLEAR SA participates in and organizes regular events: panel discussions, presentations, and roundtables. These activities have been very successful, drawing targeted audiences and fulfilling multiple objectives including bringing in new clients, building a good reputation for CLEAR SA, and building up the CLEAR brand. In FY17, these activities reached more than 500 individuals.

Figure 3.3.D: Total Participants



Total participants from 42 activities for which total participants data were available.

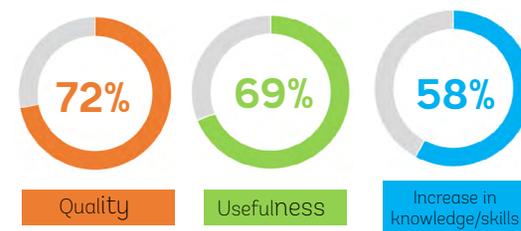
Figure 3.3.E: Participants by Gender



Gender shares from 12 activities for which gender data were available.

Figure 3.3.F: Client Ratings for Services

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



Ratings from 15 activities for which client ratings data were available

Box 3.3 BUILDING CIVIL SOCIETY'S CAPACITY TO IMPROVE EDUCATION OUTCOMES

Civil society organizations (CSOs) in India play a prominent role in improving development outcomes. Not only do CSOs directly run social sector projects; they also create openings for dialogue through advocacy for higher public accountability. However, in many cases, CSOs' capacity to use evidence in their own internal decision making is limited. This restricts the impact they can have through their projects and the nature of the demands they can make of public institutions. In light of this, CLEAR SA identifies CSOs as key strategic partners who can have more impact if their organizational capacity to use M&E information is enhanced.

How CLEAR SA helped

The engagement helped CSF build capacity on two levels.

First, it built the capacity of CSF's grantee organizations. In an early series of engagements, CLEAR SA conducted a full-day workshop to develop a shared understanding among grantees and CSF staff on key M&E concepts such as theory of change, measurement, indicators, and impact evaluation. Thirty-seven attendees from 20 different organizations participated in this workshop. Eighty-six percent of respondents to the feedback surveys cited a high (4 or 5 on a 5-point scale) increase in knowledge or skills from the workshop, and 90 percent rated the quality of the workshop as high. Subsequently, CLEAR SA provided advisory services to 16 selected grantee organizations through separate one-on-one sessions, customized to each grantee's level of expertise and ending

with specific recommendations from CLEAR SA on how to improve their theories of change for better outcomes. Tracer surveys after the delivery of the activities revealed that 88 percent of respondents felt that the objectives of the workshops and advisory services were met to a significant or high degree.

Second, CLEAR SA built the capacity of CSF's own staff to support grantees in a sustainable way. CLEAR SA held a customized session with CSF staff to enable them to continue an M&E-driven approach while supporting their grantees, currently and in the future.

What were the outcomes?

CSF and its grantee organizations are now better equipped to use M&E tools and approaches after their engagement with CLEAR. This change is manifest in the following outcomes.

In September 2016, the Center initiated a strategic advisory engagement with the Central Square Foundation (CSF), a large, influential grant-making CSO focused on improving the quality of school education and learning outcomes of children in low-income communities in India. CSF's unique approach is to provide grants to early-stage social entrepreneurs with disruptive ideas in the education sector. Its current grant portfolio of \$3.5 million spans 30 grantee organizations across India. The aim of CLEAR's advisory service was to increase the organizational capacity of CSF and its grantees to make evidence-based decisions.

- **Increased use of evidence for decision making.** Grantees reported making changes in their current work based on the learning through the theory of change exercises. For example, the Rightwalk Foundation realized that they had solved the demand-side problem they were addressing significantly, and any incremental effort in this direction would be mostly inefficient. Hence, they decided to divert their resources and efforts to governance and supply-side issues. Similarly, iTech Foundation found that they needed to plan more activities to specifically engage stakeholders.
- **Improved M&E practices and protocols:** Through its engagement with CLEAR, CSF worked collaboratively with grantees to develop or refine their theories of change. The theory of change discussion was used to rethink grantee strategies and program design, and to simplify reporting procedures; for instance, each grantee was asked

to determine three core indicators that they would report on annually to CSF.

- **Increased commitment to M&E functions and capacity development.** During this engagement, CSF made the decision to have four of its staff members systematically build M&E skills to ensure sustainability through in-house M&E support grantees. Staff roles were accordingly augmented to include M&E and support to grantees, particularly on their theories of change. Additionally, a CSF senior program manager attended CLEAR SA's Measurement and Survey Design Course 2017 to equip himself with relevant tools for improving data collection practices in CSF and among its grantees.

At the Center level, through their experience with this engagement, CLEAR SA developed a menu of customized services for CSOs that can be replicated

for other organizations. In addition to its potential for high impact, working with CSOs is also an important revenue-generating stream for CLEAR SA that contributes to its financial sustainability. The Center aims to expand its work with CSOs in the future.

Why this matters

CSF aims to learn about "what works" and "what doesn't work" to improve educational outcomes through its work with grantees and then use this learning to inform decision making in its other business verticals—research and advocacy. Its influence is not limited to its current and future grantees, because it works closely with other education CSOs and the Indian government for education sector reform. Inculcating an evidence-based approach in CSF is thus likely to create a multiplier effect extending to other CSOs and government initiatives in the education sector.



Tanvi Bikhchandani
Programme Manager
CSF

“ CSF partnered with CLEAR SA to assist our grantee partners develop a robust approach for M&E. CLEAR SA's breadth of knowledge and diverse insights helped push our grantees' thinking on a strategic and operational level. CLEAR SA's training to the CSF team better equipped us to work with our grantees and help them design their Theories of Change. Overall we are very happy with this engagement; it has definitely helped us and our portfolio organizations strengthen our approach towards M&E.

”



Latin America and the Caribbean



Strategic focus areas

This year, CLEAR LAC shifted its primary focus from regional positioning and brand building to prioritizing deeper engagements with strategic clients to build M&E systems and capacities and promote evidence-based decision making. From the start of operations in 2012, the Center built its reputation and profile by offering top-notch open-enrollment training and organizing knowledge-sharing events across the region to build networks and generate entry points with potential partners. This strategy proved effective for the Center, and allowed it to become a reference point for evaluation capacity in Latin America, as evidenced by the rise in demand for Center's services and by the recognitions it received, such as the national award for "Best Practices in M&E Capacity Building," granted by CONEVAL in Mexico. Now, firmly positioned in the market, the Center is taking a more strategically selective, outcome-oriented approach to achieve its double bottom line objectives of development results and Center sustainability.

Reflecting these changes, nearly half of the Center's activities were directed toward improving M&E-enabling environments and organizational capacity development. The share of technical assistance and knowledge products more than doubled since FY16, reaching 40 percent of activities. At the same time, given the region's need to improve the supply of skilled M&E professionals, training continued to be

the core modality (see Figure 3.4.B). While knowledge sharing is still second-highest in absolute terms, it decreased as a share of total activities as the Center optimized costs and influence by concentrating these activities mostly in key large, multi-day conferences. Lastly, scholarships, internships, and mentoring allow the Center to contribute to creating a pipeline of local M&E capacity for the future.

CLEAR LAC continued to work with government, civil society, academia, and M&E networks at all levels of ECD (see Figure 3.4.A and Figure 3.4.C). Moreover, this year, a year in which LAC was between CLEAR grants, it expanded its client base of international agencies and partners, to broaden its regional and global impact. The Center took the lead in managing a core CLEAR network partnership with the IFAD to embark on its most ambitious training initiative to date, PRiME, a three-year certification mostly for government officials and development officers working in rural development (see page 8). At the regional level, CLEAR LAC's expertise on M&E development led to an engagement with the Global Partnership for Effective Development Cooperation (OECD and UNDP) to better inform aid programs in Latin America.

CLEAR LAC

The CLEAR Center for Spanish-speaking Latin America and the Caribbean (CLEAR LAC) is hosted by the Center for Research and Teaching in Economics (CIDE) in Mexico City. CIDE is a prestigious public institution for research and higher education in social sciences, with a strong focus on Latin American studies. The Center started operating in 2012 and was inaugurated by the then President of Mexico.

Enabling environment

To support the M&E-enabling environment in the region, the Center deepened its technical assistance engagements with clients at the national and subnational levels. For example, in Peru, CLEAR assessed the national program of incentives for improving municipal management, making recommendations to policy makers. In Mexico, CLEAR was hired by CONEVAL to explore critical questions around the use and updating of evidence generated through M&E, by designing a methodology to assess the effect of the information generated by CONEVAL on shaping social policies in Mexico. At the subnational level, CLEAR participated in the session for the establishment and functioning of the newly formed Evalua Independent Technical Council in the Mexican state of Jalisco, an initiative born during the

2016 CLEAR-supported Mexico Evaluation Week.

To support dialogue and advocacy and to promote use of evaluative evidence in decision making, the Center expanded the annual Mexico Evaluation Week (2015 and 2016) to the entire Latin American region in 2017. CLEAR led a partnership of 15 organizations to deliver a total of 167 activities—conferences, seminars, and workshops—on M&E topics during June 5–9, 2017.

The development and regionwide dissemination of applied research knowledge products aimed at filling critical knowledge gaps and capturing lessons learned for M&E utilization remained a core part of the Center’s program. Its publications included, “Citizen Monitoring in Mexico”, and a manual on citizen-led initiatives to monitor public policies.

Additionally, CLEAR is working on “Empirical Studies on The Use of Evaluation in Mexico”, a compilation of case studies about how M&E findings were used to improve programs in Mexico. Seminal English-language M&E publications were also translated into Spanish and presented at knowledge-sharing events. The latest Spanish translation of a core piece of the literature was *Running Randomized Evaluations*, by Rachel Glennerster and Kudzai Takavarasha, which explores the power, uses, and shortcomings of randomized evaluations for M&E professionals.

Organizational

CLEAR LAC supported key clients’ organizational M&E capacity through technical assistance, predominantly to government clients and international agencies. The Center evaluated the

Figure 3.4.A: Activities per ECD Level

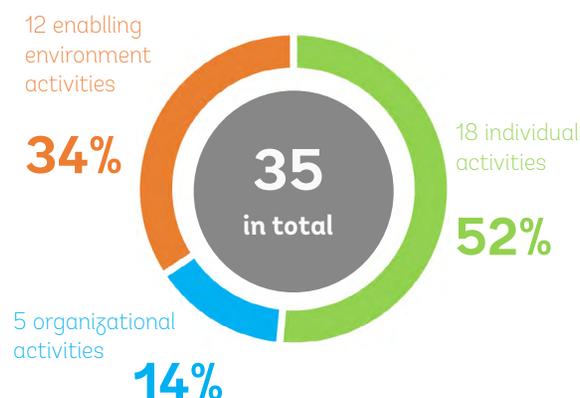


Figure 3.4.B: Activity Type per ECD Level

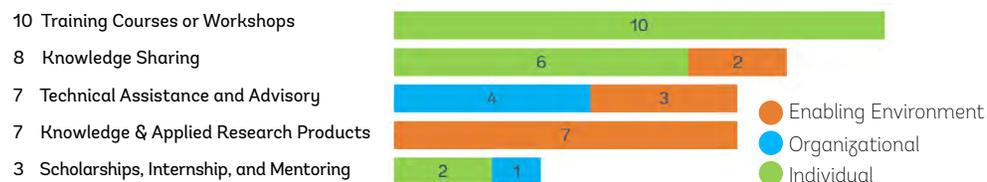


Figure 3.4.C: Activities per ECD Level by Primary Client Group Served



program design and consistency of two federal budget programs of the Ministry of Economy, as well as a large federal program of the Ministry of Culture, which provides subsidies for a large share of Mexico's cultural projects.

Also, CLEAR won an internationally competitive bid to assess the Inter-American Development Bank's impact evaluations to help it improve their management and commissioning for multiple projects across the region. This entailed analyzing a sample from more than 500 evaluations for relevance, methodology, data, results, and overall quality. CLEAR was also invited by Monitoring and Evaluation for International Development (ITAD) to collaborate on a metaevaluation funded by the Hewlett Foundation with the aim of improving their transparency, participation, and accountability strategies.

Individual

CLEAR LAC targeted M&E professionals as the seeds for building quality and sustained supply of M&E services in the region. It offered eight different open-enrollment courses on impact evaluation and results-based management in Chile, Costa Rica, Guatemala, Mexico, and Panama. These courses were both in-person and online, and emphasized theory of change, methodologies, and use of STATA software. One of the courses was especially designed for members of civil society organizations. This year the Center rolled out tracer surveys conducted some six months after these courses, and found that 74 percent of respondents reported high scores on applying concepts learned or making changes in their work. The Center used lessons learned from this feedback to shape its course offerings, including the

integration of more practical hands-on case studies and examples.

The Center continued performing two editions of its flagship Diploma in Public Policy and Evaluation. Box 3.4 highlights results.

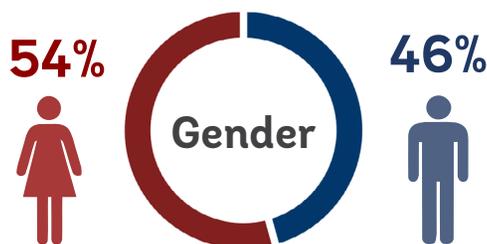
The Center also catered to young professionals interested in doing M&E research. This year, the Center launched the first Award for Graduate Dissertations on M&E in Latin America and the Caribbean. Consisting of a cash prize for the three best dissertations, this initiative aims to encourage incentivize high-quality regional research among entry-level professionals and researchers.

Figure 3.4.D: Total Participants



Total participants from 17 activities for which total participants data were available. And this this number includes 3,000 participants of the AEA Annual Conference.

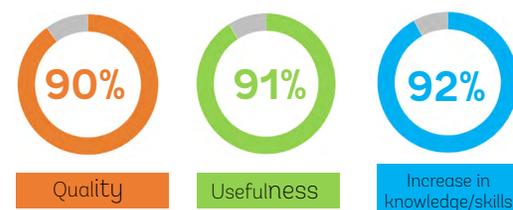
Figure 3.4.E: Participants by Gender



Gender shares from 13 activities for which gender data were available.

Figure 3.4.F: Client Ratings for Services

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



Ratings from 7 activities for which client ratings data were available

Box 3.4 INCREASING SUPPLY OF M&E PROFESSIONALS IN MEXICO: THE EXECUTIVE PROGRAM ON PUBLIC POLICY AND EVALUATION

In 2007, the Mexican government launched the Performance Evaluation System, the culmination of an effort, begun in the 1990s, to institutionalize M&E in all federal programs. The system required all government programs to use strategic planning tools and systematically report on progress toward targets. It also mandated the development of an annual schedule for conducting evaluations and using evaluation findings to make program decisions.

These changes created an enormous demand for M&E professionals—for qualified independent evaluators and for civil servants with M&E knowledge to report on their programs, understand evaluative results, and make decisions for improvement. In addition, observers from civil society, academia, research groups, and the media needed the capacity to understand and use

M&E information. Over time, M&E concepts and ideas informed the national public debate on federal programs.

In light of these developments, CLEAR LAC decided to focus on individuals as strategic change agents to build M&E supply. M&E in Mexico is a highly specialized field, with no undergraduate or graduate programs especially designed for evaluation. Most experts are foreign-educated, and only recently have a few academic programs in social sciences started including program evaluation as a subject. To meet M&E capacity needs, CLEAR LAC launched the Executive Program on Public Policy and Evaluation, an examination-based certificate-granting program that allowed individuals to build new skills while keeping their full-time work positions.

How CLEAR LAC helped

With support from CIDE, its host institution, CLEAR LAC started the program in 2013 as an open-enrollment training consisting of 30 sessions spread across four months, adding up to about 100 hours of instruction. The program is aimed at working professionals, so classes are held on Friday evenings and Saturday mornings. It has been offered twice a year to date, completing its eighth edition in 2017. So far, there are 354 alumni from more than 60 different organizations, including CONEVAL, the Mexican Secretariat of Economics, and the Mexican Secretariat of Social Development, as well as state governments and private consultants. As of 2017, 54 percent of alumni come

from the government, 23 percent from the private sector, 12 percent from civil society, and 11 percent from academia.

Faculty for the course consists mostly of academics from CIDE, but other individuals are also invited to teach sessions. These include officials from the Secretariat of Finance, CONEVAL, and practitioners and consultants from civil society and the private sector, basing their instruction on real-world challenges and solutions, and offering further networking opportunities for students. For the seventh and eighth editions (2016 and 2017) of the Executive Program, CLEAR enabled the possibility of remote alumni attendance to the sessions.

This modality has been offered to at least eight individuals and to government offices in the states of Jalisco and Estado de Mexico.

What were the outcomes

- **Increased M&E knowledge and skills.** CLEAR administers a diagnostic test on M&E knowledge during the first day of the course, then runs a midterm exam consisting of 30 theoretical questions. At the end of the course, a practical skills-based case study is required where student teams prepare an impact evaluation proposal for a government program. The proposal includes defining the program's theory of change, designing relevant indicators to measure it

with logical frameworks, and a methodological prospect for evaluating the program's impact. The group average score for these tests has been 85 percent for the five editions.

- **Applied M&E concepts learned in their work.** Of the alumni who responded to a tracer survey, 72 percent "agreed" or "strongly agreed" when asked if they had applied the concepts learned during the Executive Program to make changes in their current work. The top three areas where they reported having used this knowledge are in the design and planning of evaluations; the way they conduct evaluation or research; and the design and implementation of new programs.
- **Strengthened evaluation community.** The Executive Program led to outcomes at the organizational and enabling environments levels; it helped to build a stronger evaluation community in Mexico. One of its most tangible outcomes was the creation of the National Academy of Evaluators (ACEVAL) by 10 alumni of the first course offered. In 2014, ACEVAL registered as a VOPE under IOCE, and has since organized several expert panels, round tables, and community-building events to professionalize evaluation. ACEVAL was recently selected by the Latin American M&E networks to lead the organization of the annual International Conference on Evaluation in December 2017, making this the first time that a Mexican institution hosted this continent-wide conference.

- **Professionalized civil service at the federal and state levels.** CLEAR LAC worked closely with government institutions to create special course editions for public service professionals. Since 2015, the course included civil servants from CONEVAL. CONEVAL designs the terms of reference for evaluating all federal social programs, leading to direct influence on national policy. Also, two online editions of the course were offered to civil servants from the states of Jalisco and Estado de México.

Why this matters

The introduction of M&E requirements for federal programs created new demand for evaluation in Mexico. However, the intended changes would not have succeeded without a concomitant response from the supply side. Through the Executive Program on Public Policy and Evaluation, CLEAR LAC contributed to increasing and strengthening the supply of professionals with M&E knowledge and skills. CLEAR's efforts, along with those of the government itself and other evaluation capacity providers, have resulted in more skilled, well-equipped professionals who can use M&E for improving programs and achieving results. At the aggregate level, this fosters the creation of a solid evaluation market that leads to higher social development outcomes.



Janett Salvador

President

National Academy of
Evaluators in Mexico

www.aceval.org

“

The Executive Program filled an evaluation vacuum in Mexico. It was a breakthrough in my professional development. Thinking of a counterfactual, I can clearly see that if I had not taken the Executive Program, right now I would not be organizing the International Conference on Evaluation, leading a highly committed team of colleagues at ACEVAL, or advancing evaluation culture in Mexico.

”

Brazil and Lusophone Africa



Strategic focus areas

Demand for ECD services in Brazil is strong and growing, particularly from national and subnational governments interested in institutionalizing M&E practices. At the same time, the number of local institutions able to help with institutionalization and provide broad training in different methods remains low. FGV/EESP CLEAR is filling this gap by delivering customized courses and helping governments build systems tailored to their specific needs and circumstances, adapting best practices from other countries.

Now that FGV/EESP CLEAR has positioned itself in the market, it is intensifying its work to strengthen M&E practices and increase the uptake of evidence in decision making by providing training, advisory, and knowledge-sharing activities (see Figure 3.5.B). On the public sector side, it deepened engagements with existing strategic public sector clients (such as the Ministry of Finance, State of Santa Catarina, State of Espírito Santo) and is selectively engaging with new public sector clients. With a primary focus on clients with an existing awareness of the importance of M&E for more efficient and better-targeted government spending in Brazil, the Center aims to build up a critical mass of M&E professionals within highly committed institutions or communities through the delivery of courses and advisory services tailored to meet their specific needs. To engage

subnational governments with a limited awareness of the importance of M&E, the Center has a two-pronged approach: (i) active knowledge sharing through events, publications, and dissemination of evidence-based policy briefs, and (ii) pursuit of pilot partnerships for delivering courses in different states to meet growing demand and to reach subnational governments.

In addition, the Center works deliberately with corporate social responsibility branches by providing technical assistance on M&E systems and generating evidence through evaluations (see Box 3.5). This segment is highly committed to improving programs through evaluative learning and is also willing to pay fees which the Center can use to cross-subsidize more strategic clients in “public good” segments.

Given increasing demand in Brazil and in the absence of allocated funding to establish a presence in other Lusophone countries, the Center’s focus remained on Brazil this year. Yet, keen to fulfil its broader mandate and initiate work in Lusophone countries in Africa, it plans next year to offer basic open-enrollment training courses online to build individuals’ M&E skills and establish initial touch points. The Center also plans to commence donor fundraising to establish a presence in these countries.

FGV/EESP CLEAR

The CLEAR Center for Brazil and Lusophone Africa (FGV/EESP CLEAR) is hosted by the São Paulo School of Economics (EESP) at *Fundação Getúlio Vargas* (FGV). FGV is a renowned think tank and higher education institute, contributing to the discussion and analysis of the main issues on Brazil’s national economic and social development agenda. Competitively selected in 2015 to implement the CLEAR program, FGV/EESP CLEAR, based in São Paulo, started operations in September 2015.

Enabling environment

Amid Brazil's ongoing financial crisis, which has led to great spending cuts and much debate over government policies' efficiency and effectiveness, an opportunity to advance the M&E agenda presents itself. At the same time, results-based institutional culture is still incipient in Brazil. In response, the Center is concentrating its efforts on the institutionalization of M&E processes and systems within the public sector and across different levels of government.

At the national level, the Center partnered with the Brazilian National Treasury with funding from the UK Prosperity Fund to promote the improvement of public spending in Brazil. The project was threefold: first, the Center organized a capacity building mission to the UK, where government officials got acquainted

with the British system and witnessed firsthand the working of a developed M&E system. Next, the Center organized a seminar in Brasília for federal government officials, focused on Latin America's most robust experiences with M&E institutionalization, namely Chile's Budget Directorate and Mexico's CONEVAL. These efforts contributed to the Office of the Presidency's Chief of Staff initiative to develop a proposal for a national M&E system. As the last component of the project, the Center worked in partnership with the National Treasury, the Ministry of Finance, the Institute for Applied Economic Research, and sectoral ministries to develop two M&E handbooks—ex ante and ex post, emulating the British and Chilean models previously presented by the project—to guide program managers through the proposed M&E system's requirements for new or redesigned programs and policies.

At the subnational level, a major piece of work this year has been with the government of Espírito Santo, with which FGV/EESP CLEAR has sustained a solid partnership since 2015. The state has been working toward implementing its own M&E system, relying on the Center's close support and technical assistance in designing the system and developing its own internal capacities for managing and operating it. New legislation, which the Center assisted in drafting, was passed, and Espírito Santo's M&E system, the very first among Brazil's 27 states, was launched in October 2017. Adding to the subnational agenda, the Center also supported clients who were new to M&E, through an introductory workshop for mayors and officials from municipalities in Brazil's five official regions that was carried out in partnership with the Mayors' National Front.

Figure 3.5.A: Activities per ECD Level



Figure 3.5.B: Activity Type per ECD Level



Figure 3.5.C: Activities per ECD Level by Primary Client Group Served



To promote the use of evidence in decision making on a broader scale, FGV/EESP CLEAR organized various seminars to engage officials from the federal and state governments, such as “Evidence-Based Public Policy: How to Ensure that Public Managers Get What They Need,” carried out in partnership with Insper during the Latin America and Caribbean Evaluation Week; and “Productivity of Brazilian Firms,” in partnership with the IDB, on evaluative findings to enhance productivity in Brazilian companies. To address a lack of systemized evidence repositories in Portuguese language, the Center launched the production of policy briefs using evidence of “what works” in specific topics, to support the [Public Policies and Social Programs Laboratory \(LAPP\)](#) platform.

Lastly, the Center launched its first official publication this year, on how to build M&E systems, to address

the scarcity of M&E materials in Portuguese, and thus contribute to raising awareness and building a culture of results-oriented public policies.

Organizational

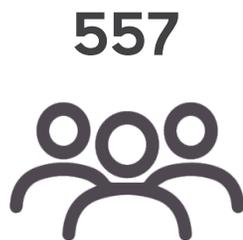
The Center’s activities at the organizational level included building institutional M&E capacities of Brazilian ministries and subnational governments. This year, the Center deepened its work in the State of Espírito Santo by evaluating in the state’s Labor@rte program, which trains socially vulnerable youth in entrepreneurship and in the fields of art and creative economy, and assisted in its redesign. This project constituted an important pilot, which later fed into the work to design the state’s M&E system (see Enabling Environment above). Since the system’s creation, the state also hired the Center to deliver a customized version of its Qualification on Monitoring

and Evaluation course (ForMA) for selected officials. In line with the Center’s strategy of using capacity building as an entry point for longer partnerships to achieve more sustainable and institutional M&E enhancements, a customized M&E qualification course was also delivered to the State of São Paulo.

Individual

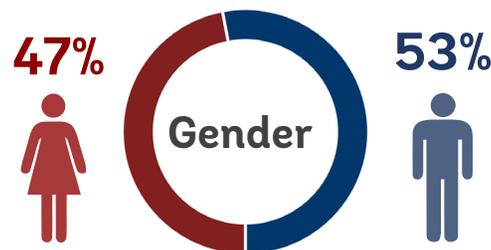
At the individual level, the Center is currently developing new basic and advanced course material to be used for regular M&E trainings by FGV’s School of Economics. These will be open enrollment courses scheduled to start in FY18. It also delivered an introductory workshop on impact evaluation and cost-benefit analysis at the Brazilian Association of Postgraduate Programs in Economics to undergraduate economics students who may decide to pursue a master’s in related fields.

Figure 3.5.D: Total Participants



Total participants from 7 activities for which total participants data were available.

Figure 3.5.E: Participants by Gender



Gender shares from 3 activities for which gender data were available.

Figure 3.4.F: Client Ratings for Services

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



Ratings from 4 activities for which client ratings data were available

Box 3.5 USING EVALUATIVE EVIDENCE TO INFORM SÃO PAULO'S LABOR AND EDUCATION POLICIES

The state of São Paulo, home to more than 45 million people, is the most populous Brazilian state and has the largest economy, amounting to 32 percent of the country's GDP. The current economic crisis has hit the state hard—about a third of the country's jobs lost were concentrated in São Paulo and, in 2016, the state's unemployment rate reached 12.4 percent, one of the highest in the country. For these reasons, São Paulo is undoubtedly a key player in fostering national economic recovery.

Brazil's labor productivity is lower than that of many other South American

countries (such as Argentina, Chile, Colombia, and Peru) and has only marginally increased in recent decades. The economic crisis has created an urgent need to identify the most prominent workforce needs that will promote productivity gains and, thus, economic growth.

CLEAR Brazil took on an evaluative study on labor skills gaps and mismatches in São Paulo, sponsored by JPMorgan's New Skills at Work program. The aim of the study was to understand the labor market and provide recommendations that would increase productivity.

How FGV/EESP CLEAR helped

Based on an analysis of economic activity and investment forecasts, CLEAR Brazil identified three sectors as the leading economic drivers that could help the state recover from the crisis. These sectors were food, healthcare, and information technology. Not surprisingly, these three sectors comprised 40 percent of enrollment in technical courses in São Paulo. To understand the needs in these three sectors, CLEAR Brazil surveyed a representative sample of 417 companies, conducted qualitative surveys with industry and education sector experts, and analyzed existing secondary data.

The study revealed that entry-level employees do not have the necessary technical skills and socioemotional abilities to excel at their jobs. About 40 percent of surveyed companies revealed challenges in filling technical positions because of lack of appropriate skills.

Technical skills vary by occupation, but a common finding was the need for better socioemotional skills, such as perseverance, discipline, responsibility, professionalism, resilience, and cooperation. Despite being historically neglected by traditional curriculums, which focus mostly on literacy and numeracy, these abilities have been found to be a good predictor of performance at the job. However, workers who graduate from technical programs are often ill-prepared to take on professional responsibilities. CLEAR Brazil has pointed out this educational gap as one of the most important findings from the evaluative study.

Accordingly, CLEAR Brazil provided two core recommendations. First, improving the communication between skills providers (schools, training institutes) and job creators (industry) such that course curriculums can be regularly adapted to meet desired labor skills. This could be done through

the development of an online dynamic platform. Second, creating a module on socioemotional skills within the core curriculum of technical programs in all three sectors to improve behavioral skills and attitudes for individuals entering the labor market. Other recommendations included creating more internships and practicums to increase on-the-job experience.

What were the outcomes?

- **Timely outreach of evaluative evidence.** Brazil is currently in the midst of a crucial educational system reformulation. There are ongoing debates on the possibility of expanding technical education by making it an alternative to regular education, rather than an "add-on" to the compulsory general track, as it currently is. Filling in evidence gaps related to skills formulation and curriculum is opportune and timely. Recognizing

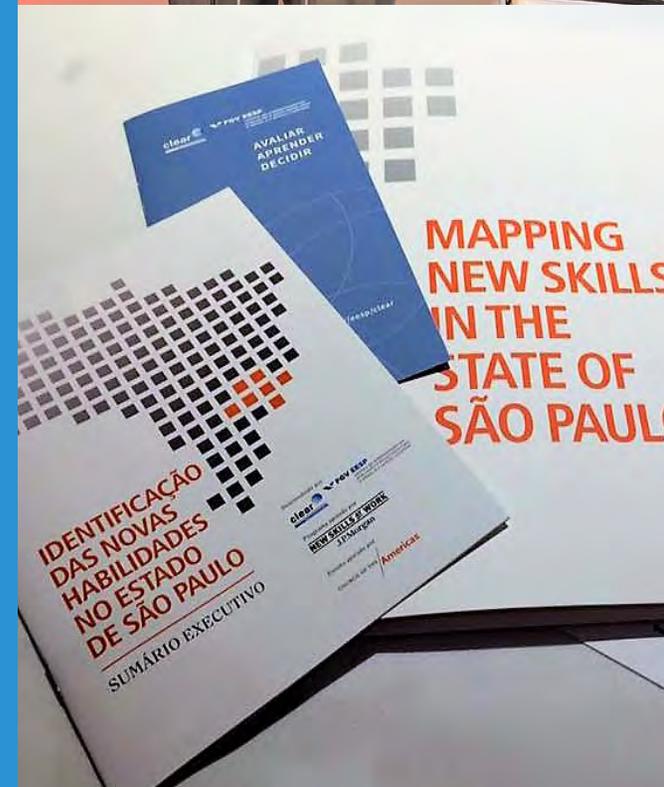
this. CLEAR Brazil held a seminar to share its evaluation findings and recommendations. The seminar was attended by over 100 participants from 57 institutions such as public education authorities, private sector education institutes, large private and public sector employers, and civil society organizations working on education policy. More than 88 percent of participants who provided feedback assessed their increase in knowledge and skills as a result of the engagement as high (4 or 5 on a 5-point scale).

- **Demonstrated willingness to act on recommendations.** Participation in the seminar, increased awareness of evidence on this topic, which in turn created increased impetus to act on the findings and recommendations. Members from participating organizations from the public and private sectors —such as the City of São Paulo’s Secretariat of Education, the state government of Espírito Santo, the Social Opportunity Institute, the ProA Institute, and the Paula Souza Center—expressed interest in implementing a new socioemotional module as part of their training curriculums and also evaluating this new module to measure its effectiveness in creating a more buoyant labor market. Still at an early stage, these interventions will be conducted under CLEAR’s coaching and are planned to be evaluated by the Center after implementation.
- **Revealed motivation to share and create evaluative evidence.** Two educational institutes that were already teaching socioemotional skills

committed to collaborate with CLEAR Brazil in expanding the use of current evaluation findings and creating more evidence; ProA Institute and the Social Opportunity Institute. While the evaluation found that socioemotional skills are a major need, the best way to teach such skills is yet to be addressed. Aware of this, CLEAR will run a pilot study with these institutes to analyze the different ways in which they are implementing their modules and evaluate what are the most effective strategies. Ultimately, the findings of this pilot study are intended to provide evidence that informs expansion of its use to other states.

Why this matters

This project provided evaluative evidence to inform an influential debate on education and labor policies, at the subnational and federal levels. At the same time, it also brought together relevant stakeholders in the labor and education sectors to increase their awareness of the need to connect to identify and meet skills gaps. CLEAR Brazil’s recommendation to incorporate more socioemotional curriculums and training into vocational programs provided impetus to an emerging movement that stresses these skills. Given the current low state of Brazil’s productivity, these findings provide actionable steps that can be taken to enhance productivity and aid in the economic recovery of the country.



East Asia



2016 Asian Evaluation Week

5–9 September 2016 | Xi'an, People's Republic of China

中华人民共和国财政部
Ministry of Finance of the People's Republic of China



ASIA-PACIFIC FINANCE & DEVELOPMENT INSTITUTE
亚太区金融发展学院

Independent
Evaluation ADB



Strategic focus areas

There has been a push for stronger M&E and performance-based budgeting in the public sector across East Asian countries. In China, for example, since 2011 all central government-funded projects of more than Y5 million are required to be monitored and evaluated by their respective budgeting departments, either by evaluation professionals or government officials. This legislative requirement to evaluate publicly funded programs has led to a dramatic increase in the number of private firms offering M&E services. However, the quality of this expanded supply remains relatively low and variable. The CLEAR EA Center responds to this high demand for quality M&E services by focusing on providing training courses and creating knowledge-sharing platforms where M&E professionals can learn from each other's experiences. The Center's strategic location within China's Ministry of Finance also gives it an insider's advantage and the ability to develop close partnerships with critical public sector agents to enhance M&E capacity.

The Center has built partnerships with key agents in China as well as across the region to increase the quality of M&E and promote the sharing of M&E knowledge. Within China, the Center has consulted and cooperated closely with the Department of Budget of the Ministry of Finance, which oversees M&E policy making and supervision in the public sector, as well as many provincial and municipal

financial bureaus that conduct M&E at the local level. Strong partnerships have also been established with various research institutions, think tanks, and consultancy agencies in China. To address M&E capacity-building needs across the region, the Center collaborates with many multilateral development banks and international organizations, particularly with the Independent Evaluation Department of the Asian Development Bank, jointly organizing and conducting training programs, building the regional knowledge-sharing platform, and organizing events such as Asian Evaluation Week.

Though CLEAR EA implements most of its activities within China, it has broad reach beyond China; this year it engaged participants from across the region and across all sectors: the public sector, academia, international organizations, the private sector, and other evaluation consultancy providers. This year's activities drew clients from Afghanistan, Bangladesh, Cambodia, Indonesia, Kazakhstan, Republic of Korea, Kyrgyz Republic, Malaysia, Maldives, Myanmar, Nepal, Pakistan, Sri Lanka, Tajikistan, Thailand, and Uzbekistan, as well as officers from international development organizations such as the African Development Bank, Food and Agriculture Organization, IDB, IFAD, International Monetary Fund, United Nations, United Nations Development Programme, UNESCO, and UNICEF.

CLEAR EA

The CLEAR Center for East Asia (CLEAR EA) is hosted by the Asia-Pacific Finance and Development Institute at the Shanghai National Accounting Institute (SNAI), a public service institution affiliated with the Ministry of Finance of China for the promotion of capacity building in finance and development among Asia Pacific Economic Cooperation (APEC) member economies. The Center started operating in 2012.

Enabling environment

Inspired by the English-language Shanghai International Program for Development Evaluation Training (SHIPDET) launched by the Center in 2007 in partnership with the World Bank and Asian Development Bank, the Center continued to expand and deliver its annual domestic SHIPDET course, in Chinese language for Chinese public officials from ministries and regional provinces involved in projects funded by international financial institutions. This domestic SHIPDET course has a direct influence on participants and sponsors in developing and embedding M&E practices and systems in their respective agencies and corresponding line ministries. In FY17, the course included 65 participants; 88 percent of those who provided feedback assessed their increase in knowledge and skills from the training as high (4 or 5 on a 5-point scale). Moreover,

a tracer survey revealed that over 70 percent of the respondents had applied concepts learned in the SHIPDET course or made changes to a high or significant extent in their work. For most respondents, these changes related to the way they designed or implemented M&E strategies, systems, or processes.

CLEAR EA has actively engaged in evaluating public projects, and provided advisory to the local government of Shanghai. In FY17, CLEAR EA conducted four thematic M&E projects in different sectors: re-evaluation of a special subsidy to model workers of Shanghai; evaluating education resource open project in Changning District; fiscal expenditure performance evaluation in the public health sector of Shanghai; and a prospective evaluation for Minhang District. These evaluations provided information about results, as well as recommendations for improvement to policy makers. The Center has

also jointly conducted research with third-party evaluation agencies, and published research papers on the quality control system of fiscal expenditure evaluation.

The Center hosted the first Asian Evaluation Week, in partnership with the Ministry of Finance of China and the Asian Development Bank. A total number of 186 participants from 35 countries and 20 international organizations attended the 2016 Asian Evaluation Week. That first Asian Evaluation Week fostered discussions on evaluation theory, approaches, tools, and cases, and promoted connections among development evaluation practitioners. Following from the success of the FY17 meeting, Asian Evaluation Week will now be an annual event and will be the Center's flagship knowledge-sharing activity (See Box 3.6).

Figure 3.6.A: Activities per ECD Level

8 enabling environment activities

73%



3 individual activities

27%

Figure 3.6.B: Activity Type per ECD Level

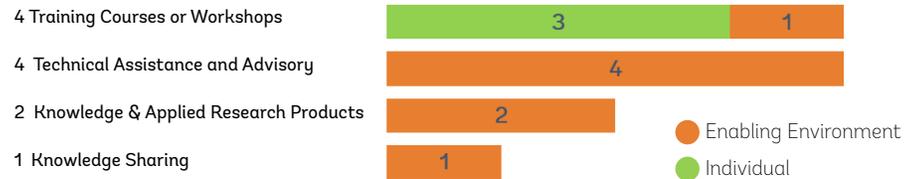


Figure 3.6.C: Activities per ECD Level by Primary Client Group Served



Individual

At the individual level, the Center continued to offer its core open-enrollment international training program, SHIPDET. The English-language curriculum of SHIPDET was updated and the program has now entered its 10th year. The SHIPDET course offered in FY17 was a seven-day basic course on M&E for international participants and SNAI/AFDI international master's students. It was attended by 56 participants from 25 different countries, including government officials from ministries of finance and other line ministries of countries in Asia, and researchers from Asian academic institutions. Modules taught included results-based M&E systems, evaluation approaches, evaluation design, data collection, and presenting evaluation results. More than two-thirds of the feedback respondents rated

the increase in their knowledge and skills high, and more than 80 percent rated the quality of the service high.

The center also offered the fourth delivery of its highly technical two-week course, "How to Design, Conduct, and Manage Impact Evaluations," attended by 31 participants. This is among the most technically advanced courses of its type offered globally. It featured both international and Chinese faculty and drew participants from across the globe. It also benefited from its fourth year of bursary support and partnership from 3ie. Over 90 percent of the feedback respondents rated the increase in their knowledge and skills from attending the training high, and 100 percent rated the quality of the service high. Moreover, the Center administered a tracer survey for the impact evaluation course delivered in FY16

and found that over 75 percent of the respondents had applied the concepts they learned to make changes in current work after the training to a high or significant extent. For most of the respondents, these changes related to the way they supervised and did quality assurance of evaluative work, to the way they conducted evaluations and/or research, or to the way they designed or planned evaluations.

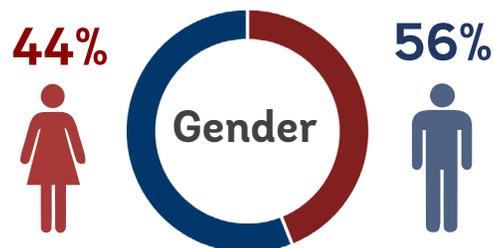
In addition, the Center provides several online M&E courses in Chinese language, including on evaluation on public projects, fiscal expenditure, and budgeting evaluation management. In FY17, the Center reached more than 5,400 participants from the government sector through these online courses.

Figure 3.6.D: Total Participants



Total participants from 5 activities for which total participants data were available.

Figure 3.6.E: Participants by Gender



Gender shares from 3 activities for which gender data were available.

Figure 3.6.F: Client Ratings for Services

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



Ratings from 3 activities for which client ratings data were available

Box 3.6 BUILDING AN INFLUENTIAL PLATFORM FOR EVALUATION KNOWLEDGE AND NETWORKS: THE ASIAN EVALUATION WEEK

In recent decades, East Asia has experienced important growth in evaluation. As important recipients of international development programs, the region's countries generally began complying with several M&E requirements established by the donors, leading to more intense learning and practice with M&E tools and techniques.

These initially donor-driven changes have had important spillover effects. The adoption of M&E knowledge led to its adaptation to countries' own national and subnational M&E systems. In China, for example, this appropriation process resulted in an increased use of results-based budget management across many areas of the central and provincial governments. Though M&E practices differ

importantly between countries, Asia is benefiting from this regional trend toward program improvement for results.

CLEAR EA became aware of the importance of establishing a platform for M&E knowledge sharing and capacity building within and outside the region. There have been many explorations of policies, methods, and institutional arrangements in the field of M&E across the region, but a dedicated space for dialogue on M&E was lacking. The annual Asian Evaluation Week provides a platform for sharing and exchanging knowledge and practices in a more effective and concentrated manner.

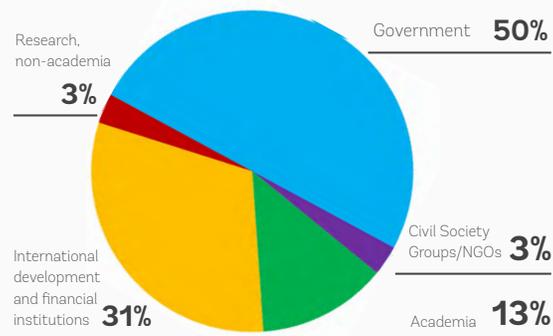
How CLEAR EA helped

CLEAR EA partnered with the Ministry of Finance of China and the Asian Development Bank to organize Asian Evaluation Week 2016, which was held in Xi'an, China, from September 5-9. The Week allowed a continental exchange between Asia and other regions in evaluation, and provided network-making opportunities among practitioners in the area of M&E.

Attendance was by invitation only to select key evaluation stakeholders in the region, including evaluation practitioners from both public and private sectors, as well as influential researchers and experts in M&E. A total of 186 participants from 35 countries and 20 international organizations joined the 2016 Asian Evaluation Week; among them were

high-level officials from governments (50 percent) at the national and subnational levels; members of public research institutes; officers from international development and financial institutions (31 percent); academics (13 percent); researchers and experts from non-academic institutions (3 percent); and civil society organizations (3 percent).

Participants at Asia Evaluation Week



The five-day event consisted of 33 sessions: five plenary sessions and 28 parallel sessions. Topics discussed covered a wide range of development issues of both evaluation research and practice: evaluation of sectors such as energy, transport, or education; and thematic evaluations, such as gender, social and environmental safeguards, public-private partnerships; and evaluation methods and practices.

CLEAR EA independently organized six parallel sessions, with a focus on the M&E development of different sectors in China, and provided funding to bring 24 researchers and experts who were selected for their contributions and involvement in M&E practices in China.

What were the outcomes?

- **Increased M&E sharing and networking.** For the first time, evaluation stakeholders from all over Asia and other continents gathered at a week-long event especially dedicated to evaluation. This provided about 186 participants from 35 countries with a unique opportunity to learn from each other on the latest cutting-edge ideas on evaluation, but also to build stronger networks that can potentially result in a more connected regional and global evaluation community.
- **Increased cross-regional dialogue on M&E.** Asian Evaluation Week brought together key stakeholders from Africa, Europe, Latin America, and the Pacific. It was a valuable opportunity for cross-regional knowledge sharing and learning on M&E. These types of engagements are important for connecting practitioners who are dealing with similar challenges around the world, so they can share common experiences and solutions.
- **Continued commitment to share knowledge on M&E.** CLEAR EA's partners committed to continuing their support to make Asian Evaluation Week an annual event. Along with the Center, both the Ministry of Finance

of China and the Asian Development Bank organized Asian Evaluation Week 2017 in Hangzhou, China, during September 4–8. The main theme of the event was the use of evaluation for policy making, emphasizing inclusive growth. The preparation and design of the third Asian Evaluation Week, 2018, is also under way, which suggests that the Week is building a stronger evaluation community and a continued commitment to regional sharing and learning.

Why this matters

In Asia, CLEAR EA is providing a platform for connecting people and ideas in evaluation. The opportunity to create networks is likely to have synergic effects on building a stronger evaluation community that influences policy change. Moreover, as a platform for sharing innovative practices, research, and ideas among carefully selected stakeholders, the Week is also equipping change agents with better information for public decision making. Thus, more solid connections and knowledge can help the Asian evaluation community thrive at promoting a more enabling environment for evaluation that, in time, will lead to higher achievement of development goals.



Caroline Heider

Director General,
Senior Vice President
Independent Evaluation
Group, World Bank

“It is important to cultivate the evaluation talents, particularly for the public sector. We should not only cultivate the talents to conduct evaluations, but more importantly also those to apply evaluation findings in policy making. This is an area that has often gone unnoticed and where a lot of work still needs to be done. We welcome initiatives like Asian Evaluation Week to provide a platform for sharing best practices and lessons learned among evaluators and between evaluators and policy-makers.”

”

“Compared with 10 years ago, the foundation to push forward the development of M&E is more solid in Asia and the rest of the world. The future is bright, but also challenging. Despite all the progress achieved so far, we still have a long way to go. That is why we initiate the Asian Evaluation Week, to be an important innovation and supplement to the work we have already done with SHIPDET, and to serve as the main and high-quality platform for all evaluators to share the latest thinking in evaluation.”



Kouqing Li

Director General
Asia-Pacific Finance
and Development
Institute (AFDI)



Tao Zuo
General

Ministry of Education
of China

“As one of the first batch of students of the SHIPDET program, I benefited a lot from the training course on M&E, and am truly pleased to participate in the Asian Evaluation Week 2016 as a keynote speaker. China has achieved tremendous progress in performance evaluation in recent years, including evaluating education programs. I am glad to learn about the evaluation indicators design of education loan projects of international financial Institutions, and will adapt those criteria to the Chinese actual situation.”

”

4. Looking Ahead



FY17 has been one of strategic reflection and business orientation. It was time for the CLEAR Centers, some of which are in their sixth year of operations, to look back and examine how their past strategies have served them. This reflection took the form of Learning from Performance (LEAP) reviews—business and strategy meetings held at each Center annually, and business plans—a new initiative to document center plans and focus on the competitiveness and sustainability of each Center.

The exercise was revealing. The achievements of the Centers were something to be proud of, as demonstrated through the previous pages of this report, but important questions about the growth and future sustainability of the CLEAR program came to light.

Accordingly, at the central Global Hub level, CLEAR embarked on the development of the CLEAR Phase 3: 2018–21 strategy, with a focus on the dual objective of growth toward higher impact and sustainability beyond the current multi-donor trust fund. A strategy working group, consisting of two donor partners, two CLEAR Center Directors, and two members from the Global Hub, was set up to take this work on CLEAR's Phase 3 strategy forward. The result was a process that started at the end of FY17 and will continue through FY18.

FY17 ended on this exciting note: the development of a new way forward for CLEAR. Three areas emerged as key to the success of CLEAR in the future:

(1) Articulating with clarity “the CLEAR WAY” – what does it mean to be a CLEAR Center?

The long-term sustainability of CLEAR can be significantly enhanced by establishing the “CLEAR Way” in common values and principles, products, services and business processes, across all CLEAR Centers. This will provide a blueprint for what it means to be a CLEAR Center, and inform decisions related to brand identity, network standards, quality assurance, etc. These standards are key for CLEAR to thrive in the long run, and will strengthen the CLEAR brand and CLEAR network connectivity. Strategic standardization across the CLEAR Centers will create efficiencies and improve quality—factors critical for institutional sustainability. This blue print will also allow for a more effective expansion of clear through new affiliates

(2) Developing and implementing a CLEAR fundraising strategy to ensure the continuity of the public goods aspect of CLEAR's work.

CLEAR requires a focused funding strategy both at the global and regional levels. This strategy will flesh out different revenue streams—revenue from fees and donor funding—to identify a strategic mix of funds that attain the right balance for CLEAR to achieve its goals of sustainability and impact growth. Different types of donor funding (core funding/unrestricted, funding for specific projects or themes) and donor outreach strategies relevant for each type will be identified. A detailed pricing strategy that recognizes that CLEAR services that are mix of public and private, will be developed, informing and guiding

Centers as they develop their individual service pricing models.

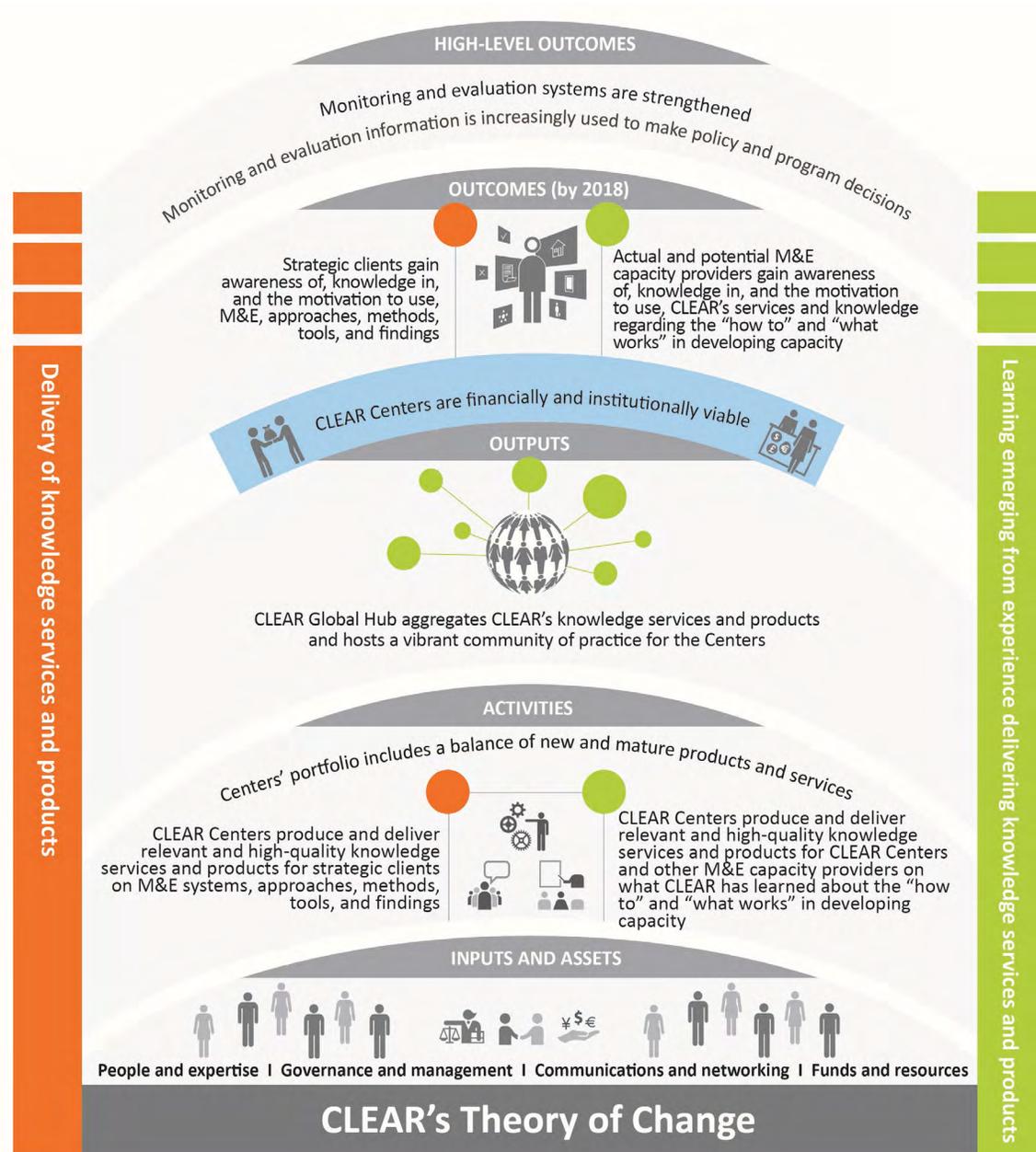
(3) Building new partnerships because the CLEAR mandate cannot be achieved by CLEAR alone.

Given the limited size of the program's budget, staffing, timelines, etc., meeting all the gaps in demand and supply for ECD services is not possible for CLEAR alone. A partnership strategy will map out the areas in which CLEAR Centers can leverage partnerships to achieve CLEAR's overall strategic objectives. The use of partnerships will be directly connected to the decisions made in the CLEAR Way and CLEAR funding strategy. The strategy will explore different types of partnerships, such as partnerships for funding, for delivery of services, for increase in knowledge, etc. In some cases, partnerships could be used to fill in gaps where the Center has no competitive advantage, previous experience, or capacity to deliver. Or they could be to deliver, completely or in part, the service that the Center is trying to scale up.

The development of the these three pieces of strategy will be the cornerstone of the work for FY18. By the end of FY18, these strategies will be ready to be implemented during the next three years, leading to stronger client orientation through greater impact and sustainability.

Appendixes

Appendix A CLEAR Theory of Change



Appendix B Financial Information

Through FY17, the program had committed or spent \$11.86 million or approximately 60 percent of the \$18.60 million budget projected through FY21 (of which, \$15.093 million had been received by June 2017 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-two percent of the commitments and expenditures were for Regional Centers (including grants to the Centers); 12 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 B.1: Contributions to CLEAR by Funding Agency (as of June 30, 2017—unaudited statements)

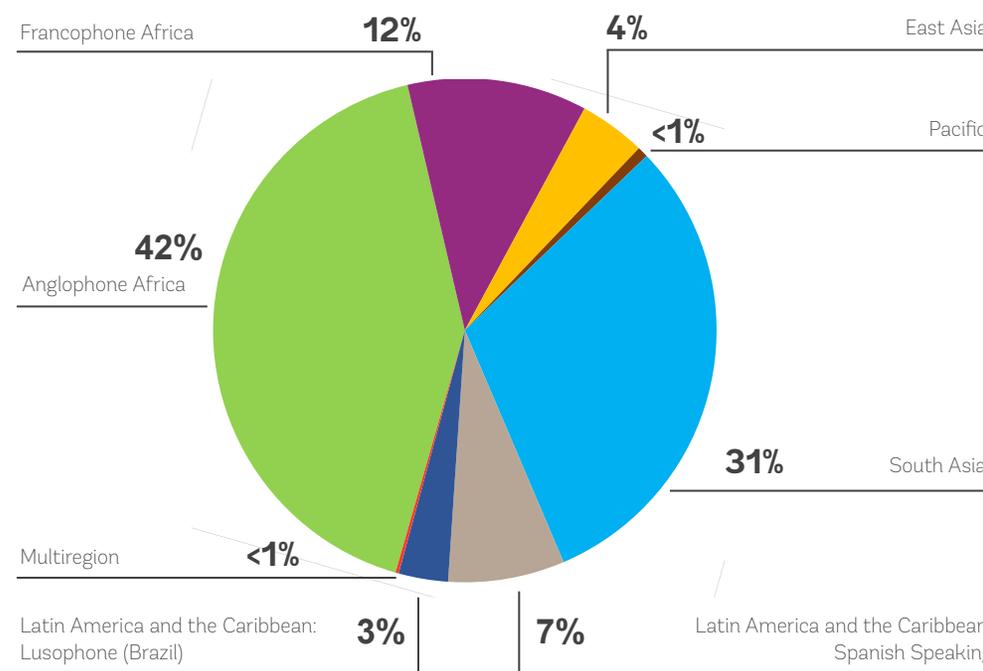
Funding Agency	Receipts and Commitments (US\$)
African Development Bank (AfDB)	100,000
Asian Development Bank (ADB)	450,000
Australia—Department of Foreign Affairs and Trade	1,135,410
Belgium Directorate General for Development Cooperation (DGDC)—TFI	147,411
Inter-American Development Bank (IDB)	1,500,000
Rockefeller Foundation	2,500,000
Swedish International Development Cooperation Agency (SIDA)	4,689,949
Swiss Agency for Development and Cooperation (SDC)	529,796
United Kingdom Department for International Development (DfID)	4,040,612
Total Paid Donor (non-World Bank) Contributions	15,093,178
World Bank Africa Region (Closed IDF/grant with CLEAR Francophone Africa Center) ²	712,865
Total Paid Donor and World Bank Contributions	15,806,043

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

Components	Total Planned (FY10-21)	Expenditures and Commitments FY10-17*	Projected FY17 FY18	Projected FY18 FY19	Projected FY20-21
Regional: Grants + IDF (Expenditures + Commitments)	13,525,807	8,802,807	4,723,000		
Regional: Direct Support, Demand Assessment, Selection	1,070,258	1,070,258			
Global	2,357,181	1,292,181	460,000	330,000	275,000
Governance and Management	883,620	245,120	74,000	49,000	515,500
Administration Fee	732,795	452,795	70,000	70,000	140,000
Total	18,569,661	11,863,161	5,327,000	449,000	930,500

Table B.3: Summary Funding by Region (includes Center grants + direct funding), as of June 30, 2017

Region: Center grants + contracts + selection + demand studies	Expensed or Committed through 2017 (\$USD)	Expensed or Committed through FY17 (%)*
Anglophone Africa	4,209,250	41.89
Francophone Africa (MDTF + IDF)	1,122,539	11.55
East Asia	530,767	4.27
Pacific	68,884	0.69
South Asia	3,133,447	30.74
Latin America: Spanish Speaking	627,073	7.48
Latin America: Brazil	318,872	3.17
Multiregion	20,973	0.21
Total (MDTF + IDF)	10,031,805	100.00



* 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, 2017. In addition to funds available to each Center in the form of grants paid through the Recipient-Executed Trust Funds—RETF of the CLEAR multi-donor 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 multi-donor 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. 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, 2017. In addition to funds available to each Center in the form of grants paid through the Recipient-Executed Trust Funds—RETF of the CLEAR multi-donor 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 multi-donor trust fund. Note that on active grants, commitments are assumed to be disbursed at 100 percent, but often a lower final disbursement amount is met when a grant closes (that is, these numbers will change as grants close). In addition, the table includes the contribution for the Francophone Africa Center from the separate World Bank Group Institutional Development Fund.

Table B.4: Grant Information by Center (US\$)

REGIONAL Grants	Grant Number	Project ID	Status	Grant Closure Date	Disbursement % (Comparing disbursement to original grant)	Grant Amount Original (\$USD)	Final Grant Amount if Closed and Original Grant Amount if Active	Cancelled due to Grant Closure	Open Commitment - Active Grant (as of June 30, 2017) (\$USD)	Cumulative Actual Expenditures (Disbursements) (FY12-17) (\$USD)
Grants (without Francophone Africa IDF)						8,418,808	8,089,942	328,86	1,058,564	7,031,378
Grants (with Francophone Africa IDF)						9,414,598	8,802,807	611,791	1,058,564	7,744,243
East Asia (Phase 1)	TF012927	P132879	Closed	December 31, 2014	83%	350,000	290,780	59,220	0	290,780
South Asia (Phase 1)	TF099750	P128962	Closed	October 1, 2012	96%	640,000	612,924	27,076	0	612,924
South Asia (Phase 2)	TF013008	P133050	Closed	June 30, 2015	99%	1,300,000	1,287,623	12,377	0	1,287,623
South Asia (Phase 3)	TF0A2895	P156902	Active	December 30, 2020	46%	950,000	950,000	Active	512,631	437,369
LAC-Spanish Speaking (Phase 1)	TF013175	P132915	Closed	June 30, 2016	81%	695,000	563,246	131,754	0	563,246
Brazil (Phase 1)	TF0A1125	P150738	Active	June 1, 2018	65%	277,000	277,000	Active	95,650	181,350
Anglophone Africa (Phase 1)	TF099883	P130238	Closed	May 31, 2013	94%	940,513	886,015	54,498	0	886,015
Anglophone Africa (Phase 2)	TF016358	P149309	Active	June 30, 2018	85%	2,997,325	2,997,325	Active	450,284	2,547,041
Francophone Africa (Phase 1)	TF012951	P132789	Closed	May 30, 2016	84%	268,970	225,030	43,940	0	225,030
Francophone Africa - World Bank IDF	TF012160		Closed	November 10, 2015	72%	995,790	712,865	282,925	0	712,865

Appendix C 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 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 multi-donor 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 C.1: CLEAR Governance Meetings (July 1, 2016–June 30, 2017)

Date	Name	Agenda
May 21, 2017	Council Meeting (Virtual)	<ul style="list-style-type: none"> • Welcome and update • Providing insights to Phase III Strategy • Presentation and structured discussions of main risks to consider for Phase III strategy • Decisions on main elements of strategy scope and next steps
Jan 17, 2017	Funding Committee Meeting (Virtual)	<ul style="list-style-type: none"> • Introduction of Brenda Barbour, IEG Sr Manager (CLEAR CEO and Chair) • “Bringing news to the table” • Outcome Mapping and visioning workshop with Center directors in Washington DC • Budget and Grant updates – Amounts, timing, cash projections, issues • Presentation of harmonized CLEAR logframe for all donors • Discussions and donor feedback on: <ol style="list-style-type: none"> 1. Donor engagement in upcoming strategies work -- Phase III, partnerships, fundraising 2. Expectations and participation in LEAP reviews and commenting on Center Business Plans 3. Funding Committee governance updates and issues.
Sept. 27, 2016	Council Meeting (Rome)	<ul style="list-style-type: none"> • Welcome and introduction of new Council members • Brainstorming on elements of a Global CLEAR vision post 2021 in the current landscape • Global Hub FY17 Work Program • Update on FY16 Annual Report • Election of Center representative to Executive Sub-Committee • Annual Council FY17 meeting agenda
Sept. 26, 2016	Funding Committee Meeting (Rome)	<ul style="list-style-type: none"> • Recruitment of IEG Sr Manager (CLEAR CEO and Chair) • Update on donor staffing changes • Update on CLEAR “strategies” work • Presenting CLEAR program wide indicators in line with revised TOC (Hub and DFID) • Update on IFAD program • Discussion on vulnerabilities of the WB managed CLEAR MDTF donor partnership • FY17 Budget overview and projections • Discussion on re-calibrating the role of the CLEAR Donors

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