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Centers for Learning on Evaluation and Results

ANNUAL REPORT

July 2017–June 2018

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Message from CLEAR CEO

As part of the 2030 Agenda for Sustainable Development, member states of the United Nations have endorsed the 17 Sustainable Development Goals and 169 targets to measure progress toward these goals. However, as UN Secretary-General Guterres recently noted, "Without evidence of where we stand now we cannot confidently chart our path forward in realizing the Sustainable Development Goals."

We also find ourselves in an age in which citizens are demanding both more accountability in decision-making from their governments and seeking increased transparency in areas from public spending to service delivery.

The CLEAR Initiative, with its public good focus and worldwide network, is uniquely positioned to help governments build capacity at national, regional, and local levels to measure development progress and outcomes, strengthen evidence-based policy-making, and increase government accountability and transparency.

This fiscal year, CLEAR delivered monitoring and evaluation (M&E) capacity-building services to 28,277 individuals (an 18 percent increase over the previous fiscal year). Participants included government officials, representatives of civil society groups and nongovernmental organizations, and professionals in academia, local and regional M&E networks, donors, and the private sector, from 66 countries. For many agencies involved, we complemented trainings with advisory services to improve M&E systems and processes to foster a broader and more enduring impact on evidence-based decision-making.

We leveraged CLEAR's growing strength and maturity with an increased focus on longer-term engagements to deepen the culture of M&E in client institutions. Our clients appreciate the quality of our work: 85 percent of clients rated our services as useful and more than 90 percent indicated these services were of high quality. The outcome stories included in this report illustrate the rich variety of clients, regions, and organizations we have supported.

One of our biggest successes this year was scaling up the Program in Rural M&E (PRiME), developed in partnership with the International Fund for Agricultural Development (IFAD) and the entire CLEAR Initiative. PRiME offers dedicated training on M&E to government officials managing rural projects. This year, we graduated our first cohort of participants from 35 countries and will matriculate a second cohort in 2019. This effort demonstrated the value of CLEAR's global network, proving that it is possible to deliver a high-quality, standardized training program through solid intercontinental partnerships and that CLEAR's multiregional structure is contributing to wider impact and reach. PRiME is well-positioned to continue scaling up its reach in the rural sector globally and to scale out to other sectors as opportunities arise.

This was also an important year in terms of defining CLEAR's future strategy to continue expanding our activities, deepening our global, regional and national impact, and achieve sustainability after our multi-donor trust fund winds down in 2021. In consultation with CLEAR's Centers, Global Hub, and donors, we developed a road map to make progress in each of our three strategic pillars (the CLEAR Way, Funding, and Partnerships), drafted a Menu of Services that reflects our areas of greatest strength and opportunity, and embarked upon defining a vision and strategy for CLEAR's future. This Phase 3 Strategy will be ready in the spring of 2019.

Looking forward, with a guiding strategy in place, a vibrant global network of centers, and a unique public good focus, the CLEAR Initiative is strongly positioned to provide the services and support needed to respond not only to the 2030 Agenda, but also to empower local and regional governments to develop the evidence required to respond to their constituents.

I am thrilled to join CLEAR as its CEO at this pivotal time, one in which we are truly coalescing as a global network that is uniquely positioned to help countries strengthen their M&E systems and foster evidence-based policy and program decisions.

Sophie Sirtaine

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

A Brief History of CLEAR

CLEAR is a global M&E capacity development program that brings together academic institutions and donor partners to foster the collection, measurement, analysis, and subsequent use of (increasingly robust) evidence in developing countries' policy and programmatic decision-making. Our ultimate objective is to foster improved and better-informed development processes that benefit the global poor.

Why CLEAR?

The CLEAR Initiative was launched in 2010, reflecting a decade-long series of international discussions[1] that underscored both the need to promote the effective measurement of results and evidence-informed developmental decision-making, and the shortcomings of the prevailing donor-supplied evaluation capacity development (ECD) landscape. Among these shortcomings, three were prominent:

- 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.

- When donors began to support local capacity-development initiatives, these were usually ad hoc, often constrained by their limited constituencies, and frequently not connected with the larger national and regional institutions and systems which would support them and generate long-term demand for evaluation services.

- ECD services were mainly equated with training individuals to build the technical skills needed to produce M&E information or evaluations, with little attention paid to building the capacities of policy-makers who would consume that information or to building broader M&E systems that would institutionally support the use of evidence.

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1. The donor 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: the Paris Declaration (2005), the Accra Agenda for Action (2008), and the Busan Partnership for Effective Development Cooperation (2011).

CLEAR was established to overcome these challenges and create local capacity through local capacity providers that offer cost-effective and demand-driven M&E capacity-building services, and more broadly, deeper and more sustained engagement. In doing so, we help generate additional demand for M&E and performance-management services, particularly from governments and civil society organizations, and we then cater to this demand through a supply of ECD services at the enabling environment, organizational, and individual levels.

CLEAR Centers and Affiliates

CLEAR's structure reflects its commitment to helping developing countries build local capacity. We have six Centers working in Anglophone Africa, Brazil and Lusophone Africa, East Asia, Francophone Africa, Latin America and the Caribbean, and South Asia, and two regional affiliates headquartered in Ghana and Pakistan. The Centers are coordinated by a Global Hub housed with the World Bank Group's Independent Evaluation Group, which manages donor funding, offers strategic guidance, and promotes learning and collaboration within CLEAR and the global M&E community.

Our Future

Since 2010, the ECD landscape has significantly evolved. Most recently, the adoption of the Sustainable Development Goals (SDGs) will necessitate local in-country strengthening of M&E systems and capacities to track and measure achievements against SDG targets; thus, rising demand for ECD services is expected from developing country governments, the private sector, and civil society. However, sustained demand, particularly from governments, is still limited—not least by the ability of our most capacity-constrained clients to pay for services. Given the gaps between need and capacity, CLEAR's continued involvement will be critical to maximize development impact.

As knowledge and awareness about M&E continues to grow in developing countries, clients are demanding services that are increasingly customized to specific needs: thematic, sectoral, or technical, such as rapid assessments or impact evaluations. Generic ECD services that do not consider clients' needs and capacities or provide prompt, consistent, customized support over time will not produce sustained change. Given these remaining market gaps, and our demonstrated ability to provide localized and locally based solutions to clients, CLEAR remains as relevant today as when it was founded.

I. Activities & Results:

Meeting Growing Demand and the Challenge of Sustainability

GLOBAL HUB TEAM
World Bank Group (WBG)
Washington, D.C., United States

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

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

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

LATIN AMERICA CENTER
Centro de Investigación y
Docencia Económicas (CIDE)
Mexico City, Mexico

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

BRAZIL & LUSOPHONE AFRICA CENTER
Escola de Economia de São Paulo (EESP/FGV)
São Paulo, Brazil

Enabling Environment Level

This 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.

Global Overview

Reflecting best practices within the M&E community, CLEAR monitors outcomes at three complimentary and interconnected levels, Enabling Environment, Organizational, and Individual.

Enabling Environment Level

Activity Analysis.
The total number of activities conducted increased by 12 percent from FY17. While we conducted the same number of knowledge sharing activities—close to one-third of all activities—the number of training activities grew by 38 percent, and the number of technical assistance/advisory services and knowledge/applied research products declined by 17 percent and 34 percent, respectively.

Client Analysis.
Compared to FY17, the number of activities that engaged government and M&E network clients declined by 35 and 32 percent, respectively, while the number activities that engaged civil society organizations, academia, and other clients increased by 85, 133, and 180 percent, respectively.

Results.
Based on tracer survey responses,[2] 65 percent of training participants reported having applied concepts learned or made changes in their current work to a high or significant degree; 45 percent rated the extent to which the training contributed toward change in the organization as high or significant; 63 percent rated the extent to which the use of M&E information had increased in the organization as a result of the training as high or significant; and 50 percent rated the extent to which M&E systems had been strengthened in their organizations as a result of the training as high or significant. Also based on tracer survey data, 100 percent of technical assistance/advisory service clients rated the degree to which their organizations' performance improved by adopting recommendations as high or significant.

Related activities include:

- **Technical Assistance/Advisory Services**. CLEAR AA (Anglophone Africa) conducted research through Twende Mbele, a multi-country partnership working to develop national evaluation systems in Africa, and analyzed institutional evaluation systems in four metropolitan regions of South Africa; FGV/EESP CLEAR (Brazil and

2   Tracer surveys are sent to participants six months or more after activity implementation. Survey data may or may not be representative, based on the percentage of participants who respond.

Lusophone Africa) developed M&E handbooks for the Brazilian Federal Government.

- **Trainings/Workshops.** PRiME (Program in Rural M&E) engaged actors at different levels in the rural agriculture sector; CLEAR AA trained individuals from a range of institutions through its Development Evaluation Training Program (DETPA) and CLEAR SA (South Asia) trained probationers from the Indian Economic Services, reaching different government agencies and levels.

- **Knowledge Sharing.** CLEAR AA, FGV/EESP CLEAR, and CLEAR Latin America and the Caribbean (CLEAR LAC) staff presented keynotes, seminars, and/or participated in panel sessions at regional and international M&E conferences; FGV/EESP CLEAR and CLEAR LAC liaised with regional stakeholders to organize the 2018 Latin America Evaluation Week; CLEAR EA (East Asia) collaborated with partners to stage the 2018 Asia Evaluation Week.

Organizational Level

Activity Analysis.
The total number of activities conducted at this level increased by 58 percent from FY17. This change accounts for the total increase in the number of activities delivered at all levels in FY18. The number of technical assistance/advisory service activities rose 39 percent from FY17, while the number of customized courses remained the same. The number

of knowledge-sharing events and knowledge and applied research products each declined by 90 percent.

Client Analysis.
Compared to FY17, the number of activities engaging government clients remained the same; while activities engaging academic and non-academic research institutions increased by 150 percent and 200 percent, respectively, and activities engaging civil society organizations, the private sector, and other clients increased by 37 percent.

Results.
Nearly two-thirds of training participants who completed a post-event survey reported to have applied concepts learned or made changes in their work to a high or significant degree; 52 percent rated the extent to which the training contributed toward organizational change as high or significant; 56 percent rated the extent to which the use of M&E information has increased in the organization as high or significant; and 52 percent rated the extent to which M&E systems have been strengthened in the organization as high or significant.

Related activities include:

- **Trainings/Workshops.** CLEAR SA delivered a custom training for the Bill & Melinda Gates Foundation; FGV/EESP CLEAR delivered trainings to the state governments of São Paulo and Espírito Santo.

Organizational Level

This 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 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 overall capacities of the organization.

Individual Level

This 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.

- **Technical Assistance/Advisory Services.** CLEAR LAC evaluated a survey for Mexico's Prospera program; FGV/EESP CLEAR evaluated the Better Early Childhood program in the State of Rio Grande do Sul.

Individual Level

Activity Analysis.
While the number of activities conducted at this level remained unchanged from FY17, the relative proportion of activities types shifted. The number of trainings fell by 17 percent, the number of knowledge sharing events remained the same, and the number of knowledge/applied research products and scholarships/internships/mentoring grew by 133 percent and 120 percent, respectively. These changes may be attributed to the consolidation of open-enrollment flagship courses, leading to increased efficiencies and new opportunities to focus on diversifying CLEAR's menu of services.

Client Analysis.
Compared to FY17, the number of activities engaging government clients declined by 30 percent, while the number of activities engaging civil society organizations and academia rose by 90 and 88 percent, respectively. Activities engaging individuals affiliated with an M&E network, a donor organization, a private institution, or unaffiliated also rose, by 38 percent.

Results.
Based on tracer survey responses, 100 percent of training participants reported to have applied concepts learned or made changes in their current work to a high or significant degree and rated the extent to which the training contributed toward change in their organization as high or significant.

Related activities include:

- **Trainings/Workshops.** CLEAR EA, CLEAR FA, CLEAR LAC, and CLEAR SA each conducted their respective flagship training course for numerous participants..

Based on tracer survey responses, 100 percent of training participants reported to have applied concepts learned or made significant changes in their work.

Progress within CLEAR's Theory of Change

CLEAR's Theory of Change (see Appendix A, p. 49) includes three development objectives.

OBJECTIVE 1.
Strategic clients gain awareness of, knowledge in, and motivation to use M&E approaches, methods, tools, and findings.

During this fiscal year, CLEAR engaged 28,277 clients, an 18 percent increase from FY17. Although the overall number of participants who provided feedback is low, 80 percent of participants who provided feedback reported an increase in their knowledge and skills as a result of our services.

While we continue to focus on engaging government clients, our client profile base shifted, with the number of government clients dropping by nearly 20 percent and the number of clients affiliated with civil society organizations or M&E networks rising by 24 and 30 percent, respectively.

All Centers worked to foster the systematic use of M&E systems, methods, approaches, and tools. However, in regions where M&E systems are more developed, we focused on enhancing individual capacities, while in regions where M&E systems are less developed, we focused on strengthening results-oriented cultures within institutions. Thus, at each Center, the number of activities conducted at each level varied widely, with activities at the Enabling Environment level ranging between 14 and 70 percent; at the Organizational level, between 0 and 58 percent; and at the Individual level, between 5 and 86 percent of all activities.

In October 2017, with funding from IFAD, we launched PRiME in Rome with 53 participants from 46 countries; of these, 44 participants completed the second part of the training in Nairobi in April 2018. Trainings were offered in English, French, and Spanish. Overall, the course received scores averaging from 4.17 to 4.68 (on a rising 0-5 scale) on metrics such as "overall quality," "increase in knowledge provided," "usefulness of the content for (participants') current job," "relevance for (participants') work," and "development of new skills." Close to 85 percent of participants surveyed indicated they were very likely to recommend the course, with the remaining 15 percent indicating they were likely to do so. PRiME shows that CLEAR can achieve a global impact in rural agriculture. We now need to look for opportunities to scale to other sectors and organizations.

OBJECTIVE 2.
Actual and potential M&E capacity providers gain awareness of, knowledge in, and the motivation to use CLEAR services and knowledge regarding the "how to" and "what works" in developing capacity.

While we conducted nearly the same number of knowledge sharing activities in FY18 as in FY17, the number of knowledge/applied research products declined by 28 percent in FY18.

To achieve sustainable improvements strengthening the enabling environment for evidence-based policy-making, we must expand our reach, collaborating with partners to supply of a wide range of ECD services. Through our work this past year on CLEAR's Phase 3 strategy, we established partnerships as one of our three strategic pillars.

While we conducted nearly the same number of knowledge sharing activities in FY18 as in FY17, the number of knowledge/applied research products declined by 28 percent in FY18.

CLEAR FA (Francophone Africa) made progress supporting voluntary organizations for professional evaluators (VOPEs), to reach wider market segments and build individual-level capacities in their regions. The Center's partnership with the African Evaluation Association allowed it to expand its work to cover evaluation design, implementation and estimation of program/policy effect, as well as approaches to disseminate results and increase their uptake in policy-making.
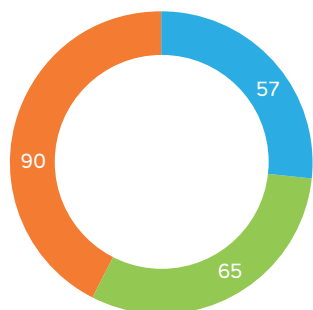
OBJECTIVE 3:
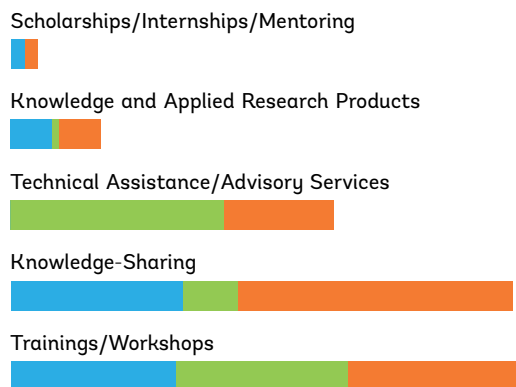CLEAR Centers are financially and institutionally viable.

Generating income from our activities is fundamental for sustainability; however, this need cannot undermine our vision to provide a public good and prevent us from reaching strategic clients who are unable to pay. To better understand how to balance these goals, we researched pricing models and options during FY18 and identified the development of flexible pricing guidelines as a key component of our Phase 3 strategy. Across Centers, there is considerable variation in degree of financial sustainability, with the ratio of CLEAR grant-funded expenditures to total expenditures ranging from 3 to 68 percent. Each Center has individual targets to reduce this ratio over the next two years based on factors such as regional demand, clients' willingness and/or ability to pay, market gaps, and strategic public goods. This will be a major focus of our upcoming Phase 3 strategy work.

Activities per ECD Level

Activity Type per ECD Level

Scholarships/Internships/Mentoring

Knowledge and Applied Research Products

Technical Assistance/Advisory Services

Knowledge-Sharing

Trainings/Workshops

Client Group per ECD Level

Other CLEAR Center(s)

Private Sector

Non-Academic Research Institutions

Academia

Donors

Other

Civil Society Organizations

M&E Networks

Government
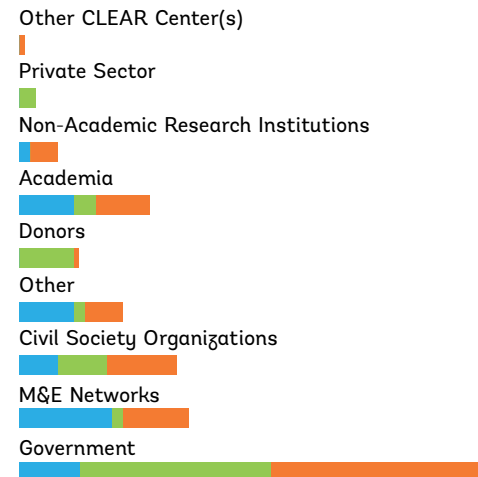
■ Individual   ■ Organizational   ■ Enabling Environment

Centers continued to strengthen their ties with their host institutions. Centers that had previously consolidated their use of host resources such as faculty, facilities, and materials—CLEAR EA, CLEAR FA, CLEAR LAC, and CLEAR SA—continued in the same vein. CLEAR AA and FGV/EESP CLEAR established ties with research centers in their host institutions to deliver more comprehensive services. CLEAR AA also developed the M&E framework for its host institution's University Capacity Development Grant.

Total Participants

28,303

Based on 118 activities

Participants by Gender

Female
50%

Male
50%

Based on 90 activities

Client Ratings
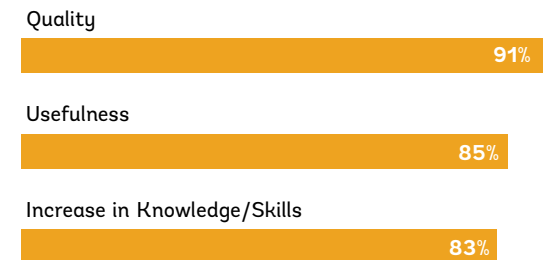
Quality

91%

Usefulness

85%

Increase in Knowledge/Skills

83%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 46 activities.

Anglophone Africa

STRATEGIC FOCUS AREAS

This year, we continued to prioritize efforts to increase both the demand and supply of evaluation. To increase demand, we engaged government clients to cultivate a culture of learning, institutionalize evaluation processes, and train parliamentarians to use evidence to improve policy decisions and strengthen accountability. To increase supply, we focused on fostering entities in national M&E environments (particularly in Ghana), on working with academia to strengthen post-graduate degree programs in M&E, and on leveraging M&E networks to share innovative evaluation methods and practices. In addition, to enhance our regional impact, we focused on systems-level interventions.

Enabling Environment Level

We conducted 70 percent of all activities at this level. Related activities included regional training courses or workshops (33 percent of all activities), knowledge and applied research (26 percent), and technical assistance and advisory services (35 percent). Clients included government (26 percent), M&E networks (32 percent), academia (8 percent) and others, including parliaments (17 percent).

Our flagship training program, the Development Evaluation Training Program (DETPA), attracted participants from Benin, Botswana, Ethiopia, Ghana, Kenya, Niger, Nigeria, South Africa, Uganda, and Zimbabwe (many of whom are responsible for building their national evaluation) systems or influence policy, planning, and evaluation, as well as from the African Union Learning Academy, which is working to ensure that

the organization and its partners are able to monitor and evaluate Africa's progress toward the African Union Agenda 2063. Some 80 percent of respondents indicated they were satisfied with the course, while 76 percent indicated they gained knowledge.

As part of our technical assistance and advisory services, we completed three evaluations and the first phase of a fourth:

- The first study, conducted in collaboration with the Wits Centre for Researching Education and Labour, evaluated various skills development programs and implemented by the transport sector's education and training authority, TETA, to ascertain whether they had achieved their objectives.

- The second study, conducted in collaboration with the Wits Business School and the Wits School of Economic and Business Science, investigated whether a cooperative support program had met its development objectives of economic growth, poverty alleviation, and economic empowerment of the underserved populace. Following recommendations from this evaluation, an economic development budget of R450 million was reallocated from a provincial agency to a more effective national agency branch.

- The third study evaluated interventions undertaken by the Socio-Economic Rights Institute, a public interest legal entity that provides free legal, advocacy, and research services to South Africa's most marginalised populations. The evaluation enhanced CLEAR's insights into the struggles of

CLEAR AA

The CLEAR Center for Anglophone Africa (CLEAR AA) is hosted by the University of Witwatersrand (Wits), a highly reputed public research institution based in Johannesburg, South Africa. The Center started operations in 2011.

advocacy organizations to implement internal learning agendas.

- The first phase of the fourth study, conducted in collaboration with Itad, a UK-based firm that specializes in M&E in international development, evaluated Hewlett's Accountability, Transparency and Participation Strategy.

As part of our knowledge and applied research activities, we studied South Africa's Department of Planning, Monitoring and Evaluation to assess the role of national government departments in supporting metropolitan municipalities, identifying gaps between the Department's legislative mandate and expectations from municipalities. We also researched the role of civil society organizations in strengthening government M&E systems in Benin, South Africa, and Uganda with the goal of developing a pilot methodology to enhance engagement between civil society and the drivers of national evaluation systems.

We also completed an initiative in Kenya, Rwanda, and Tanzania to raise awareness among parliamentarians on the use of M&E in decision-making, in the process developing a legislative oversight tool to help parliamentarians ask more evaluative questions and effectively capture and store information from oversight visits. A key lesson was the high cost of training and high turnover rate among parliamentarians, which limited impact. We have now shifted our approach to building institutional capacity by working at the parliamentary portfolio level.
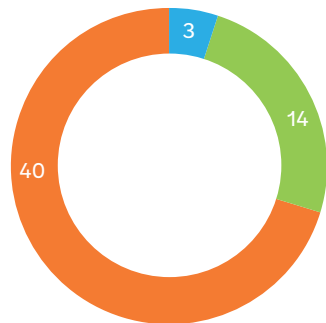
As part of our knowledge sharing efforts, we co-authored seven chapters in the *African Evaluation Journal*'s special issue on methods; published several other peer-reviewed articles on evaluation in Africa; participated in conferences hosted by the South Africa Monitoring and Evaluation Association and the African Evaluation Association; and hosted the annual CLEAR Global Forum. During this Forum, we organized a university seminar on the value of evidence in post-truth politics and, in partnership with Twende Mbele, a multi-country network dedicated to developing and implementing M&E systems that improve government performance, also conducted a workshop on the experiences of first- and second-generation national evaluation systems that included evaluation champions from Benin, Ghana, Kenya, South Africa, and Uganda.
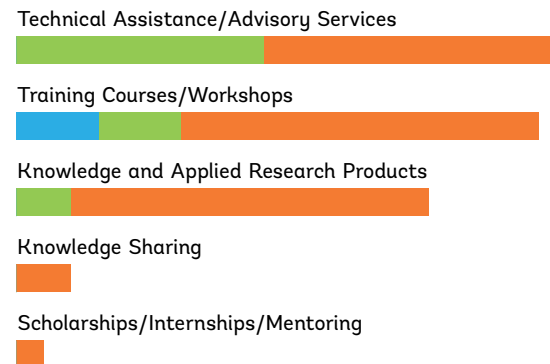
Organizational Level

We conducted 25 percent of all activities at this level, through technical assistance and advisory (35 percent of all activities), training courses and workshops (33 percent), and knowledge sharing (4 percent).

Activities per ECD Level

Activity Type per ECD Level

Technical Assistance/Advisory Services

Training Courses/Workshops

Knowledge and Applied Research Products

Knowledge Sharing

Scholarships/Internships/Mentoring

Client Group per ECD Level

Government

M&E Networks

Civil Society Organizations

Other

Academia

CLEAR Center(s)

Non-Academic Research Institutions

■ Individual ■ Organizational ■ Enabling Environment
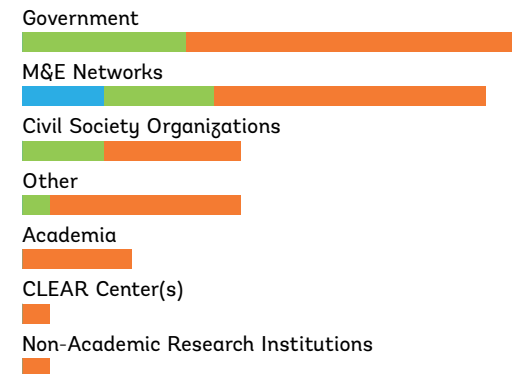
At the request of the Transport Education and Training Authority, we prepared a strategy to better manage their research activities. Following implementation, the strategy has increased integrity and transparency in the procurement of research services. The strategy's research agenda now serves as the national standard for all sector-specific education training authorities.

On behalf of our longstanding partner, the African Parliamentary Network of Development Evaluation, we supported their secretariat, case-study development, website enhancements, and the development of a toolkit to establish national chapters. Through this network, we delivered trainings to parliamentarians in Benin, members of the African Agricultural Technical Foundation in Kenya, and provincial government staff affiliated with the Gauteng Department of Social Development in South Africa.

We completed a curriculum initiative for six universities involved in Twende Mbele to define core competencies for post-graduate degree programs in M&E. Following a workshop, the degree was accredited by the Ghanaian Institute for Management and Public Administration (GIMPA), the first of its kind in West Africa (See Outcome Story below).

Individual Level

We conducted 5 percent of all activities at this level.

Our online open-enrolment courses offered through edX, a worldwide online learning platform founded by the Massachusetts Institute of Technology and Harvard University, helped us expand our reach. The course on results-based management attracted more than 2,924 participants and activated the African Union Leadership Academy to enrol 23 participants

in DEPTA, while the course on Theory of Change for Development attracted 1,573 people, including public and development managers, M&E scholars and practitioners, and representatives from donor agencies, academia and non-governmental organizations.

At the end of three years, we concluded our Emerging Evaluator Program, in which we offered one-year internships to young, disadvantaged individuals in South Africa so that they could apply M&E theory to real world settings. Of the 12 interns who participated in the program, six obtained obtained jobs in M&E, four obtained were promoted within CLEAR AA, and two obtained were in transition at the close of this fiscal year. These figures demonstrate the positive impact of building critical skills for young evaluators.

Total Participants

20,265

Based on data from 24 activities

Participants by Gender

Female 50%

Male 50%

Based on 24 activities

Client Ratings

Quality
86%

Usefulness
87%

Increase in Knowledge/Skills
76%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 5 activities.

Outcome Story:
Targeting Behaviour Change through Institutional Partnerships

CLEAR AA operates in an unbalanced context: increased demand from government and civil society for practical and applied ECD confronts limited availability of relevant services in the region. While we have an explicit vision to achieve a regional impact, the reality is that our staff cannot service the almost 20 English-speaking countries within our remit. We realize the need for regional delivery partners to expand our footprint, perhaps patterned on our work with the Ghana Institute of Management and Public Administration (GIMPA).

Our relationship with GIMPA began in 2011 under a service provider arrangement to conduct series of trainings. By 2016, our relationship had evolved into a more substantial partnership as we began to draw on GIMPA to work with core constituencies in three business lines: to increase the capacity of higher education institutions (specifically GIMPA); to work with government executives to strengthen Ghana's National Evaluation System; and to test our ECD model with parliaments in Economic Community of West African States (ECOWAS) member countries. In 2017, CLEAR-GIMPA launched as an independent entity housed within GIMPA. As a CLEAR affiliate, CLEAR-GIMPA will draw on our ECD approaches,

tools, and products to conduct programmatic work in Ghana with the intent of scaling out across West Africa.

How CLEAR AA Helped

Our partnership with GIMPA has provided both institutions with opportunities to implement interventions to increase the capacity of national evaluation systems in Ghana. GIMPA academics participated in our annual DETPA program to strengthen their delivery of M&E training. CLEAR-GIMPA went on to adopt the DETPA curriculum, launching the highly successful Harmattan School to deliver annual trainings. In the first year, they trained 56 participants.

We provided ongoing assistance to support GIMPA's accreditation of a post-graduate degree. Six months later, our staff helped to deliver several modules during the first offering of the degree.

Our predominant support to CLEAR-GIMPA has been at an organizational level to strengthen its capacity to deliver ECD products and services. In line with our work on strengthening legislative oversight, CLEAR-

GIMPA applied our diagnostic tools to conduct a case study of Ghana and a needs assessment of the legislature's M&E capacity. These tools were carefully calibrated to enable CLEAR-GIMPA to carry out capacity development at an institutional level within the Ghanaian parliament and the M&E unit in ECOWAS.

CLEAR-GIMPA also helped coordinate three stakeholders (the Ministry of Monitoring and Evaluation, National Development Planning Commission, and Ghanaian Monitoring and Evaluation Association) to draft a National Evaluation Plan.

What Were the Outcomes

The repeated offerings of the Harmattan school across the Ghanaian civil service has helped to professionalize a managerial layer of the state bureaucracy at a time when there is strong momentum for demonstrating progress in the presidential results framework.

The visibility of CLEAR's work within GIMPA has institutionalized CLEAR-GIMPA within GIMPA as the focal point for its M&E activities in West Africa. This visibility has garnered strong support from GIMPA's senior faculty across multiple departments. The parliamentary assignments conducted by CLEAR-GIMPA to test our ECD model have helped to deepen the institutional connection between GIMPA and the Ghanaian parliament. Previously, this connection was activated once every four years, following elections, when a new crop of parliamentarians received leadership training through GIMPA.

Why This Matters

The partnership between CLEAR AA and GIMPA has achieved significant milestones through a shared vision of the value of cultivating indigenous approaches to ECD. Over six years (and with significant effort) our relationship has evolved from a transactional affiliation based on a service-provider contract with defined deliverables to a reciprocal relationship infused with two-way learning that enriches our clients and each organization.

> " Anyone who has a managerial or a supervisory role should undergo DETPA, not just M&E practitioners alone. I would recommend DETPA to everyone. "

Professor Phillip Bondzi Simpson, Rector, Ghana Institute of Management & Administration

Francophone Africa

STRATEGIC FOCUS AREAS

This was a year of consolidation and planning as we transitioned to a new grant. During this time, we focused on:

- Increasing and improving the supply and training of local M&E services and professionals by creating best practices and change agents in agencies.

- Reviewing and refining our country strategies in our four focus countries—Benin, Côte d'Ivoire, Niger, and Senegal—to ensure we are meeting client needs and producing demonstration effects for other countries.

- Diversifying our trainings to meet new client demands.

Enabling Environment Level

We conducted 43 percent of our work at this level. To strengthen the M&E enabling environment in Guinea, we conducted a study and a knowledge-sharing event in partnership with the Initiative for Economic Foresight and Sustainable Development and the Prime Minister's Office. We reviewed Guinea's efforts to institutionalize M&E from the perspective of other countries' successful experiences, helped to prepare a roadmap to further these efforts, and shared findings and recommendations in a session attended by 38 heads and representatives of state and non-state institutions. The focus was on key steps and challenges involved in establishing national

and sectoral M&E systems. This work, funded by the United Nations Development Program and the Open Society Initiative for West Africa, paves the way for future engagements in Guinea.

In partnership with SenEval (Senegalease Evaluation Association) and UNICEF, we conducted a series of activities for 30 members of SenEval and the Ivorian Initiative for Evaluation. Aiming to advance our work with voluntary evaluation organizations, we promoted scientific writing and encouraged emerging evaluators to conduct applied evaluation research through a workshop on writing and publishing scientific articles, a poster and article competition, and a technical workshop and webinar on the main steps in the publishing process. Some 90 percent of participants surveyed highly appreciated the relevance of the topics and 80 percent reported that the techniques and references shared were useful.

Individual Level

We conducted 57 percent of our work at this level; 75 percent of individual activities were open-enrollment trainings, which reached 22 individuals.

We trained 16 people on impact evaluation through two offerings of our flagship open-enrolment advanced course on impact evaluation. Of participants who provided feedback, all rated the usefulness of the course content and tools as very useful (selecting a 4 or 5 rating on a rising scale of 0 to 5), and 88 percent assessed their post-course increase in knowledge and skills as high.

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. 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. The Center opened in 2012.
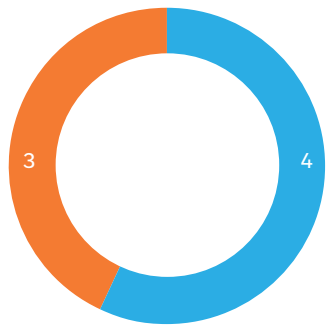
Additionally, we conducted a new offering of our workshop, on basic results-based M&E for six people, including evaluation commissioners and managers.

On behalf of the African Evaluation Association, we conducted an eight-day workshop on performance evaluation for 30 researchers and M&E professionals associated with Ministries of Health and other health-sector agencies. The workshop also aimed to build commitment to promote evidence-based policy-making. A survey found that 92 percent of respondents rated the quality of the service as high.

Finally, to meet—and foster—growing client demand and diversify our services, we developed a new thematic course on monitoring and evaluating child and youth programs and policies.

Activities per ECD Level

3 | 4

Activity Type per ECD Level

Training Courses/Workshops

Knowledge Sharing

Knowledge and Applied Research Products

Scholarships/Internships/Mentoring

Client Group per ECD Level

Government

M&E Networks

Individual   Organizational   Enabling Environment

Total Participants

120

Based on data from 6 activities

Participants by Gender

Female 20%   Male 80%
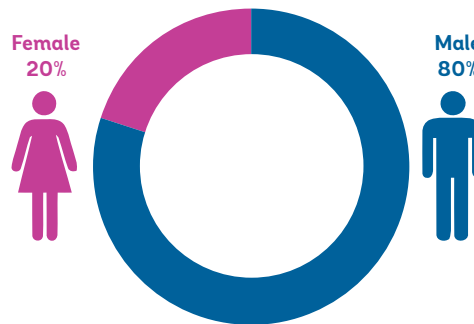
Based on data from 4 activities

Client Ratings
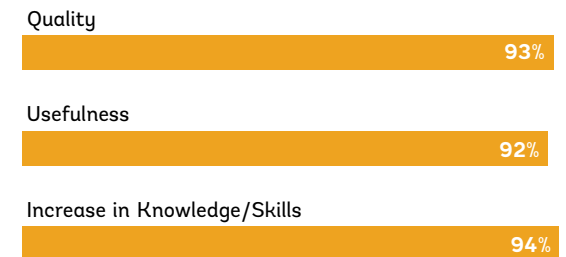
Quality
93%

Usefulness
92%

Increase in Knowledge/Skills
94%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 4 activities.

Implementing Performance-Based Budgeting in Francophone Africa

In 2009, West African Economic and Monetary Union (WAEMU) member countries[3] agreed to pass national legislation to implement performance-based budgeting reforms by 2017. To support this initiative, new budgeting and M&E tools were introduced to improve monitoring and evaluation of government performance. However, government officials lacked the necessary skills to use these tools.

How CLEAR FA Helped

Starting in 2013, we began to offer basic M&E training courses to build capacity. We then partnered with Cheikh Anta Diop University's Finance Organization, Control and Strategy Laboratory to revise the training to incorporate content that is specific to performance-based budgeting. The expanded curriculum includes M&E, but it also covers topics such as accounting, finance, and budgeting. Our contribution during the development phase included preparing a concept note, developing instructional materials, and conducting a training of trainers. In 2016 and 2017, we delivered two trainings, one in Niger, the other in Burkina Faso, and additional knowledge sharing events are planned.

What Were the Outcomes

Based on preliminary qualitative data (obtained through participant interviews):

- The course helped participants acquire the necessary knowledge and skills to effectively use new tools, including: multi-year expenditure planning documents; annual performance projects; annual performance reports; results measurement frameworks; annual work plans; and performance contracts.

- The ability to use the new tools has contributed to the government's success implementing the reform.

- Following the training, a participant from Senegal facilitated several awareness-raising workshops to share his new skills and knowledge with colleagues.

Why This Matters

The trainings delivered key knowledge and skills without which government officials would not be able to use the new tools. This increased capacity has contributed to the success of the reforms.

> **My expectations were met thanks to the quality of the training, the relevance of the tools taught, the pedagogy used, and the diversity of experience and background of the participants. Since my return, this training has helped me (use) … the budgeting tools proposed as part of the public finance reform under way in Senegal …**

Mamadou Diop,
Coordinator of the Studies and Planning Cell,
Ministry of Higher Education, Research, and Innovation, Senegal

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3.   WAEMU member countries include Benin, Burkina Faso, Côte D'Ivoire, Guinea-Bissau, Mali, Niger, Senegal, and Togo

STRATEGIC FOCUS AREAS

At CLEAR SA, we work to influence the culture around evidence and embed M&E into the vernacular in South Asia. Our focus areas include improving monitoring, data collection, the use of evidence, and rigorous evaluation through capacity development, knowledge sharing, and advisory services.

As the recognized value for M&E and robust evidence continues to grow in the public sector, we have bolstered relationships with national and subnational government partners. For example, working at the national level in India, we continue to support the Indian Economic Services, which conducts and commissions evaluations for the Government of India. Regionally, we continued to support the Royal Government of Bhutan's National Technical Committee, which conducts an annual appraisal process of government schemes.

At the subnational level, we worked with J-PAL SA to build the capacity of the state of Tamil Nadu's Department of Evaluation and Applied Research (DEAR) to conduct rigorous M&E activities and promote the use of evidence in state-level policy-making (see Outcome Story below).

Notably, we saw an increase in government participants at our open-enrolment courses: in FY17, government officials composed 9 percent of participants in our Measurement and Survey Design course; in FY18, this share increased to 26 percent.

The average quality rating from feedback surveys increased from 72 percent in FY17 to 91 percent in FY18.

We also focused on our regional presence in FY18. We held our first workshop with government officials from the state of Punjab, broadening our engagement at the subnational level in India, and, through CERP we held one open-enrolment course and four customized courses in Pakistan.

Using a new process to conduct tracer surveys, we collected and analysed data from seven trainings to hone course content and refine our marketing strategy to promote open-enrolment courses. Subsequently, the average quality rating from feedback surveys increased from 72 percent in FY17 to 91 percent in FY18. We also implemented a new process to track staff time and cost by activity, improving our ability to make better-informed financial decisions and strengthen our financial sustainability.

Enabling Environment Level

Our work at this level grew from 39 percent in FY17 to 51 percent in FY18. Overall, we reached 628 clients. Key activities included delivering a six-day training to entry-level officers of the Indian Economic Services. This training focused on important M&E concepts, rigorous evaluation, and the use of evidence in government settings, and included a field component; 79 percent of participants assessed their increase in knowledge and

CLEAR SA

CLEAR South Asia (CLEAR SA) is hosted by the Abdul Latif Jameel Poverty Action Lab South Asia (J-PAL SA) at the Institute for Financial Management and Research in India. Established in 2007, J-PAL SA is well-known for conducting rigorous impact evaluations across a range of development sectors, working to analyze and disseminate evaluation and research results, and building partnerships with policy-makers to drive evidence-based policy-making CLEAR SA's work in Pakistan is led by CLEAR's affiliate, the Centre for Economic Research in Pakistan (CERP), while in Bangladesh, we work closely with Innovations for Poverty Action, which specializes in randomized controlled trials and has conducted more than 600 evaluations in 51 countries.

skills because of the training as high. We also hosted a two-day training for the Royal Government of Bhutan's National Technical Committee, which annually reviews the government's progress toward its national economic development plan. Close to 95 percent of participants found the training to be high quality. Furthermore, data from a tracer survey sent to 2016 workshop participants revealed that 50 percent of respondents (39 percent of all participants) rated the extent to which they applied concepts learned to their current work as high.

We also continued to support the State of Tamil Nadu's Department of Evaluation and Applied Research and started exploring capacity-building opportunities with other line departments. We conducted a one-day training on M&E and evidence-based decision-making for 39 government officials from the State of Punjab's Departments of Agriculture, Education, Health, Planning, Power, and Soil and Water Conservation; 96 percent of

participants assessed the quality of the training as high. We conducted a variety of knowledge sharing activities, including technical presentations to three state governments and one central government ministry on ways to incorporate evaluative evidence in programs and policies, and provided presentations at events organized by UNICEF, the Reserve Bank of India/Organization for Economic Cooperation and Development, and the Asian Venture Philanthropy Network.
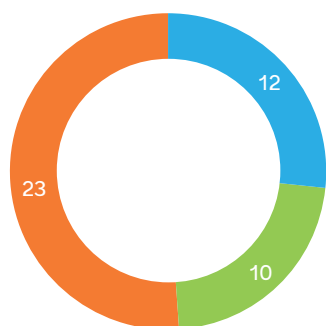
Organizational Level

In FY17, we launched a menu of advisory services to respond to increasing demand for customized assistance. In FY18, we continued to refine these services, working with civil society and donor organization clients. For instance, we worked with ACCESS Development Services (an India-based livelihoods support organization) on a Theory of

Change framework. Based on feedback surveys, all participants assessed the quality and usefulness of the session as high, and 86 percent rated their increase in knowledge and skills as high.
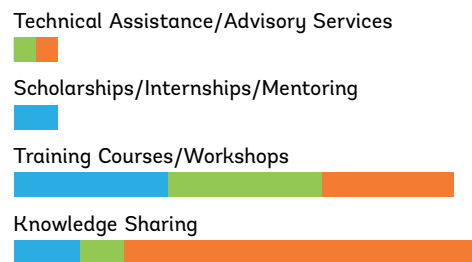
Additionally, to advance our engagement with donor organizations that can leverage their wide regional reach to promote the generation and use of evidence and support the implementation of M&E systems, we worked with the Bill & Melinda Gates Foundation on a 13-month engagement to build the knowledge and skills of their India country office staff. For this engagement, we conducted an institutional needs assessment and held seven half-day workshops and two knowledge sharing events. More than 93 percent of the 48 participants assessed the workshop quality as high. In the future, we plan to leverage this experience to develop similar programs for other donor clients.

Activities per ECD Level

Activity Type per ECD Level

Technical Assistance/Advisory Services

Scholarships/Internships/Mentoring

Training Courses/Workshops

Knowledge Sharing

Client Groups per ECD Level

M&E Networks

Academia

Non-Academic Researchers

Donors

Civil Society Organizations

Government

■ Individual   ■ Organizational   ■ Enabling Environment
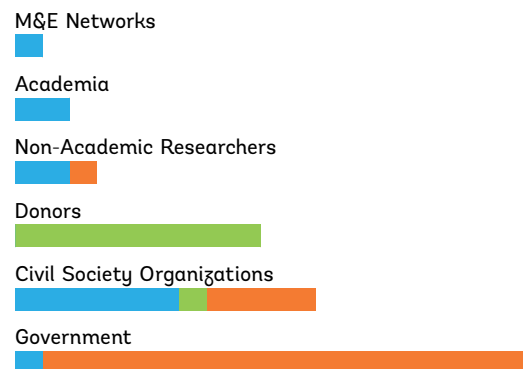
We conducted four tracer surveys for organizational level engagements. On average, 61 percent of respondents assessed the extent to which they applied concepts in their current work as high.

Overall, we reached 176 clients at this level.

Individual Level

In FY18, 29 participants from government, civil society organizations, donors, private companies, and academia attended our five-day flagship course, "Executive Education: Evaluating Social Programmes," which provides an understanding of randomized evaluations and a step-by-step training for conducting an evaluation; 96 percent of participants rated the course quality as high. CERP, our affiliate in Pakistan, held a similar, open-enrolment course with 30 participants; 87 percent of survey respondents indicated that the course substantially increased their knowledge and skills.

Data from two tracer studies showed that 46 percent of respondents rated their use of concepts learned to make changes in their current work as high.

Our second annual open-enrolment course on measurement and survey design attracted 19 individuals from state governments, civil society organizations, private companies, and academia. This three-day course offers an introduction to measurement theory and survey design. The course was well received, with 89 percent of survey respondents assessing the course quality as high.

CERP conducted four courses that focused on M&E frameworks and evidence-based decision making. The courses targeted strategic researchers working with the public sector and representatives from private companies. Overall, these courses reached 206 individuals; on average, 93 percent of survey respondents evaluated the course quality as high.

Although response rates were low (25 percent and 9 percent, respectively), data from two tracer studies showed that 46 percent of respondents rated their use of concepts learned to make changes in their current work as high.

We hosted a variety of knowledge sharing events, such as a roundtable on administrative data, participated in conferences and panel discussions, offered student scholarships for our open-enrolment courses, and mentored interns.

Overall, we reached 368 clients at this level.

Total Participants

1,305

Based on 44 activities

Participants by Gender

Female 35%

Male 65%

Based on 22 activities

Client Ratings
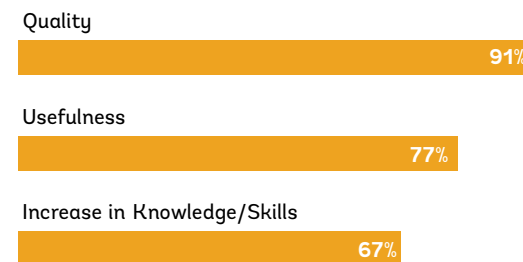
Quality
91%

Usefulness
77%

Increase in Knowledge/Skills
67%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 18 activities.

> **CLEAR SA's Measurement and Survey Design Course has been very useful to us. We applied learnings from this course to our ongoing baseline survey to help us fine-tune our tools and develop a field strategy. In addition, several new concepts shared helped us select questions and responses while designing the tools.**

Anil Kumar,
MIS Coordinator,
Jharkhand State Livelihood Promotion Society

Outcome Story:

Institutionalizing Evidence-Informed Policy-Making in the State of Tamil Nadu

In India, state officials play a critical role in advancing evidence-based policy-making Since 2014, we have leveraged an institutional partnership between the state of Tamil Nadu and J-PAL SA to cultivate a close working relationship with the state's primary evaluation institution, the Department of Evaluation and Applied Research (DEAR). DEAR commissions and conducts evaluations for various state departments and has the potential to play a pivotal role in informing government departments through research and evaluation. Its presence as a quasi-independent body signals the state's commitment to evidence-based policy-making

How CLEAR SA Helped

Through initial conversations and extensive needs assessments, we identified data collection and data quality as vital areas for improvement. We devised a multi-pronged comprehensive strategy that included

- Workshops to strengthen essential knowledge on monitoring, including Theory of Change framework, measurement theory, survey design, field data quality control, and digital data collection.

- Advisory services such as reviewing research methodologies

- Making actionable recommendations for 13 evaluations conducted by DEAR

- Supporting DEAR to prepare Request for Proposals, selection criteria, and grading templates, helping to institute a systematic selection proces

- Supporting the development of an evaluation manual.

Since 2014, we have completed 14 workshops and provided more than 300 hours of advisory services to DEAR.

What Were the Outcomes

DEAR has improved its ability to collect data and assess its quality, present evaluation findings, and generate high-quality evidence, based on feedback from high-level officers during meetings and our own observations.

Why This Matters

DEAR is now better equipped to conduct its M&E responsibilities. Concrete intermediary outcomes to date include the following:

- **Increased adoption of digital data collection methods.** Digital data collection improves data quality, data transparency, and visibility, allowing for increased governance and risk-mitigation measures. With our support, DEAR recently made the switch from manual data collection to digital data collection. We have partnered with them at every step of this process—assisting the development of Terms of References to select a vendor for digital data collection software, conducting training on creating and revising questionnaires for digitization, and helping to establish a communication channel between DEAR staff and the vendor's programmers. The entire DEAR team welcomed this support and DEAR's former Director noted that CLEAR SA and J-PAL SA greatly facilitated DEAR's transition to digital data collection.

- **Increase in dynamic ownership by DEAR staff.** This fiscal year, there was an influx of new research associates in DEAR. We conducted workshops to train new hires on DEAR's evidence-informed approach toward data management, evaluation, and research, and we expanded the program to include more field experience. This led to a significant improvement in participation and a marked increase in confidence among staff when staff shared their research methodologies with the state's major advisory boards.

- **Improved capacity in other line departments.** In a notable shift, DEAR staff are providing advice and inputs to other line departments on how to use evaluation commissioning materials developed by CLEAR SA (see immediately below). We anticipate that this willingness to adopt and share our technical advice will lead to the institutionalization of evidence use in Tamil Nadu.

- **Commissioning support for high-quality data and evaluations**. DEAR and now other departments have used the evaluation commissioning templates and process extensively. This is another indicator of the growing rigor that an emerging cadre of government officials are adopting to improve evaluation efforts. Since its association with CLEAR SA, DEAR has successfully outsourced seven studies, raising the bar of evidence-informed policy-making in Tamil Nadu.

> " What could CLEAR/J-PAL SA teach us that we don't know already' was my view when I was first heard of the engagement. But my department has gained a lot. The methodology we use to conduct studies and the quality of our reports have improved. Since the engagement began, we have become more rigorous in deciding evaluation methodologies, sampling, and developing log frames. As a result, we have been able to externally commission and manage larger, policy-relevant studies such as a significant study on Integrated Child Development Services (ICDS) centers. ICDS quotes the study results to this day. "

S. Mallika, Former Director,
Department of Evaluation and Applied Research,
Government of Tamil Nadu

STRATEGIC FOCUS AREAS

This year, we achieved a better balance between CLEAR's global mission to provide public goods on the one hand, and CLEAR's global goal to achieve financial sustainability, on the other.

On the public goods side, we organized numerous activities to raise awareness of the extent to which M&E can improve policy. Over the past four years, we have evolved our strategy to focus efforts on developing and scaling a premier annual event, Latin American Evaluation Week, using a decentralized model that is the most cost-effective approach we have tried to date.

On the financial sustainability side, we are increasingly targeting clients with a high potential for meaningful impact, a revealed motivation to use evaluation, and a willingness to pay. This approach has allowed us to prioritize quality and commit to longer-term projects.

Enabling Environment Level

Knowledge products and knowledge sharing and applied research activities targeting participants from government and the M&E community composed 16 percent of our activities.

Our Latin American Evaluation Week convenes stakeholders with diverse M&E backgrounds, experiences, and methodologies to foster the use of evidence through collaboration. Our role is to organize the event, working with key stakeholders who can, in turn, activate their networks. Although events are hosted by multiple organizations in locations of their choice during a designated week, we select from a pool of proposals to ensure high quality.

Using this decentralized approach, what began in 2015 as a Mexico-based event with 85 activities has grown to encompass 214 activities hosted by 126 institutions, reaching 12,000 people in person or online in 15 countries (see Figure 1, following page). The event reaches more people in more places than a single organization could do (see Outcome Story below). In addition, the set of partners collaborating in this initiative keeps growing and they are excited to be a part of it.
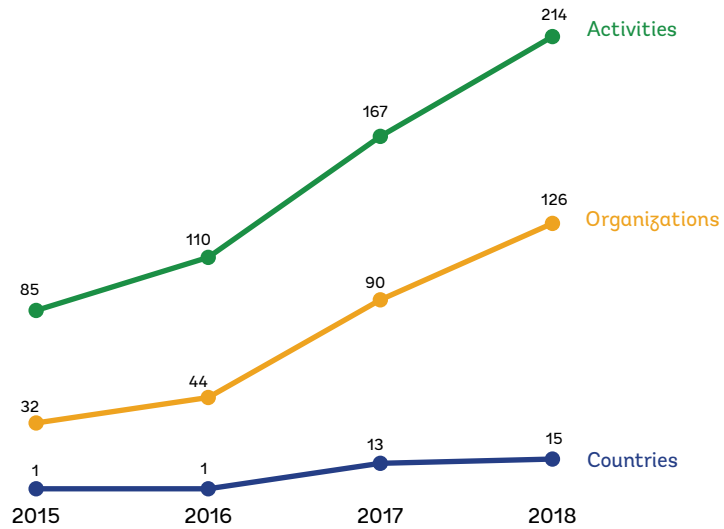
This year, we continued our worked with PROSPERA, which serves 25 million people and is the largest poverty alleviation program in Mexico, to strengthen the tools it uses to monitor program implementation and recipients' perceptions and satisfaction. As part of the project, we developed a publicly available website[4] to display and download datasets and reports. This information is relevant to a national and international audience because of PROSPERA's influence in conditional cash transfer programs worldwide.

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.

Figure 1. Scaling Up Latin American Evaluation Week

Activities: 85 (2015), 110 (2016), 167 (2017), 214 (2018)
Organizations: 32 (2015), 44 (2016), 90 (2017), 126 (2018)
Countries: 1 (2015), 1 (2016), 13 (2017), 15 (2018)
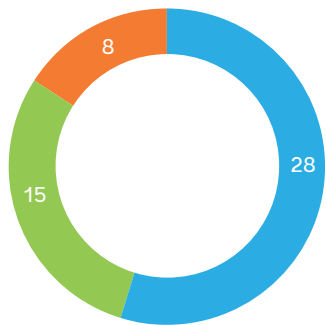
Organizational Level

Training courses, workshops, and technical assistance targeting government, international organizations or civil society organizations totaled 29 percent of our activities and reached 94 participants. Almost all participants surveyed rated these activities as of high quality and useful (98 and 93 percent, respectively); more than 88 percent of those surveyed noted that they increased their skills or knowledge.
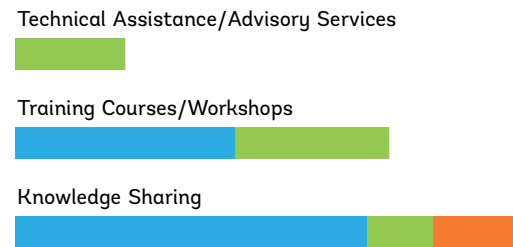
With funding from IFAD, we continued to deliver PRiME for officials and practitioners working on IFAD-funded projects. While this initiative is a global delivery that engages all CLEAR Centers, we led two successful training courses in Rome for 53 trainees from 41 countries, and later in Nairobi for 44 trainees from 36 countries.

We worked with Walmart Foundation Mexico to strengthen their Program for Inclusive Agriculture. The program builds smallholder farmers' capacities and closes the gaps between producers and buyers, improving market access. Through this engagement with CLEAR LAC, the program will improve its M&E strategies and strengthen its results-oriented approach.

Activities per ECD Level

28, 15, 8

Activity Type per ECD Level

Technical Assistance/Advisory Services

Training Courses/Workshops

Knowledge Sharing

Client Group per ECD Level

Private Sector

Civil Society Organizations

Other

M&E Networks
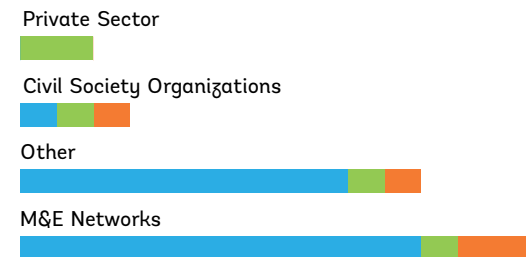
Individual   Organizational   Enabling Environment

We continued to work with the Mexican Ministry of Social Development and the National Council for Social Policy Evaluation to assess government efforts to provide information to every Mexican on their access and entitlements to government social benefits (under the Cartilla Social program). The study analyzed the program's implementation and success at delivering information, and explored opportunities for scaling it up across the nation.

Individual

Knowledge sharing initiatives, training courses, and workshops targeting individuals from the M&E community, academia, government, and practitioners from multiple fields composed 55 percent of total activities and reached 296 participants. Participants rated these activities as of high quality (90 percent),
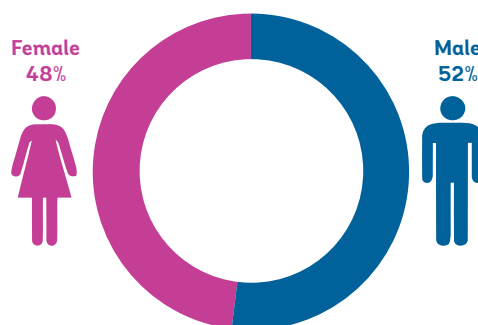
useful (77 percent), and strengthened skills or knowledge (83 percent).

We broadened our educational offerings by adding two new executive programs. In addition to our course on public policy and evaluation, Diplomado, we now offer one program on impact evaluation and another one on qualitative evaluation. Each consists of several modules that can be taken as independent courses. This more flexible approach provides students with the opportunity to focus on specific methods and allows us to expand our target audience.

As part of our knowledge sharing activities, we delivered:

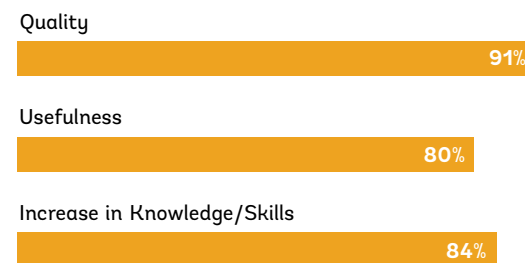- six sessions at a conference sponsored by the two largest Latin American evaluation networks

- five sessions at the annual meeting of the Latin American Center on Administration for Development

- three sessions (with CIDE) at the Permanent Seminar on Education Policy Evaluation

- two sessions at the annual conference of the American Evaluation Association.

Production of a new book, *Antología sobre evaluación de impacto* (*Anthology on Impact Evaluation*), is in progress (in peer review). This anthology will include 10 foundational articles on experimental and quasi-experimental methods. We also started to translate *Panorama de los sistemas nacionales de monitoreo y evaluación en América Latina* (*Outlook on National M&E Systems in Latin America*) from Spanish to English to reach a wider audience.

Total Participants

437

Based on 13 activities

Participants by Gender

Female 48%

Male 52%

Based on 12 activities

Client Ratings

Quality
91%

Usefulness
80%

Increase in Knowledge/Skills
84%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 10 activities

Bringing Stakeholders Together to Reshape El Salvador's Education M&E System

Since the 1990s the Salvadoran Ministry of Education has worked to improve the education system for Grades K through 6 by providing technical assistance for curriculum development, teacher training, improved supervision, school-based management, and policy dialogue to support education reforms. These efforts have increased the ministry's interest in liaising with the international M&E community to learn how to support and sustain these initiatives.

During the 2017 Latin American Evaluation Week, the ministry hosted a seminar on its National System of Education Evaluation, sharing recent developments with M&E experts from academia, professional schools, and non-governmental organizations, including FHI 360 (a nonprofit human development organization active in more than 70 countries), Save the Children, and the World Bank. The ensuing dialogue contributed useful knowledge, prompting the ministry to engage several experts and stakeholders to provide additional consultation.

To date, this workgroup has held 11 working sessions on topics such as the definition of essential concepts for policy design, quality education, the development of policy indicators for M&E, and ways to design a decentralized National Institute for Education Evaluation to oversee the system.

How CLEAR LAC helped

Latin American Evaluation Week fostered the involvement of experts and stakeholders, who are now consulting with the ministry to improve El Salvador's education system.

What were the outcomes?

- **Increased collaboration among M&E stakeholders for policy planning.** A Latin American Evaluation Week seminar led to sustained knowledge sharing and collaboration, underscoring how M&E knowledge sharing events can foster long-term benefits.

- **Stronger institutional oversight.** The plan to create a decentralized National Institute for Education Evaluation represents an important step forward to institutionalize evidence-based policy-making in El Salvador, underscoring the way in which Latin American Evaluation Week facilitates change at the enabling environment and organizational levels.

Why this matters

Latin American Evaluation Week works as a nudge for strategic stakeholders to gather and set collaborative agendas. Sometimes, all it takes is a nudge for these encounters to happen. In the case of El Salvador, this resulted in strengthened national M&E institutions through the Ministry of Education.

"Before, we were seeing the National System for Education Evaluation as the key guiding principle for national education. After this conversation with other stakeholders, our reflection was, 'Are we really building an M&E "system?" Do we have our own vision?' Building alliances with partners who are on the same page helped us to try creating an educational space that is different, that enhances people's human development. This experience has affected me in a positive way.

Marta Isabel Vanegas,
Evaluation Specialist, Commission of the
National System for Education Evaluation,
El Salvador

STRATEGIC FOCUS AREAS

To strengthen data collection and analysis, monitoring, sound evaluation, and the use of evidence in policy and program decision-making, we focused on enhancing the institutional capacity of the Government of Brazil's national and subnational M&E frameworks. This work centered on "M&E aware" public sector entities already committed to institutionalizing M&E practices, because such efforts build up a body of M&E advocates as well as create a demonstration effect that we can leverage to reach potential "M&E unaware" clients, particularly those at the subnational level. We also focused on collaborating with strategic partners to scale up our work and improve the efficacy of our products and services.

Enabling Environment Level

Eight of our activities (21 percent) sought to increase evaluation capacity of national and subnational evaluation systems beyond any one organization or affiliation. Knowledge sharing and regional training courses/workshops (63 and 37 percent, respectively) engaged commissioners or managers of evaluations, users of evaluation research/policy-makers and the general public. For example, we delivered an awareness-raising M&E Introductory Workshop to young professionals at different levels of government across Brazil, with participants selected by Vetor Brasil, a non-governmental organization that partners with state and municipal governments to attract, select, and develop public sector professionals.

Eight of our activities (21 percent) sought to increase evaluation capacity of national and subnational evaluation systems beyond any one organization or affiliation.

During the 39th Annual Encounter of the Brazilian Econometrics Society, we participated in a panel on a report published by the International Development Bank's Office of Evaluation and Oversight, "Assessing Firm-Support Programs in Brazil," and delivered an introductory 3-hour course on experimental and quasi-experimental impact evaluation methodologies for undergraduate and graduate economics students.

Furthermore, in collaboration with IFAD, CLEAR LAC, and their host institution the Center for Economic Research, we provided content for an advanced training course and global certification framework for M&E and Impact Assessment in Rural Development. This course aims to develop the capacities of national government M&E officers and others implementing rural development projects. We also partnered with CLEAR LAC to implement Latin American Evaluation Week 2018 and promoted 35 events, including conferences, courses, roundtables, and workshops, in nine Brazilian states.

FGV/EESP CLEAR

The Getulio Vargas Foundation (FGV) at the São Paulo School of Economics (FGV/EESP CLEAR) hosts the CLEAR Center for Brazil and Lusophone Africa (FGV/EESP CLEAR). FGV/EESP CLEAR was established in 2003 to advance research and learning in economics, contributing to Brazilian socioeconomic development. The Center started operations in 2015.

Organizational Level

Our work at this level grew from 23 percent in FY17 to 58 percent in FY18, focusing particularly on government entities (86 percent). Related activities included customized training courses and workshops (59 percent), technical assistance and advisory services (33 percent), knowledge sharing (4 percent), and applied research products (4 percent).

We delivered two customized versions of our Qualification on Monitoring and Evaluation course (ForMA) for selected government officials. The first, attended by 36 officials of the state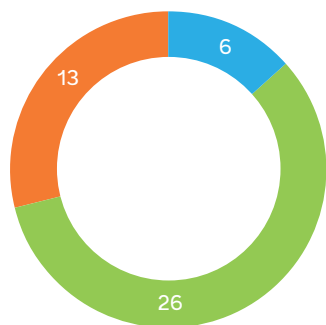 government of Espírito Santo, covered M&E fundamentals and evaluation methodologies. To complete the course, participants designed an evaluation or a Terms of Reference to hire an external evaluator. The second course, attended by 50 São Paulo state government officials, included 114 hours of coursework and provided a practical overview of the most relevant topics in M&E. As part of their coursework, participants developed an evaluation plan or designed a monitoring system. These projects were shared with the Government of São Paulo.

In partnership with the State of Rio Grande do Sul, we conducted 12 workshops to strengthen the evaluation of its "Better Early Childhood" program. In preparation for a planned e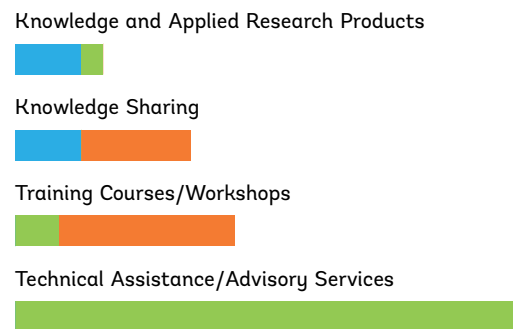xpansion of this program to additional municipalities, the state government is planning to develop a rigorous randomized control trial to evaluate the program. During these workshops, we covered evaluation design for program coordinators working at the municipal level. We also mapped possible weaknesses in the implementation of evaluation in each municipality, taking unique characteristics and logistics into account.

We also completed an impact evaluation, conducted in collaboration with the National Industrial Learning Service, of its vocational and education courses on students' probability of being employed and their wages. The results suggest that the courses increased the average salary of beneficiaries by 16 percent.

Activities per ECD Level

Activity Type per ECD Level

Knowledge and Applied Research Products

Knowledge Sharing

Training Courses/Workshops

Technical Assistance/Advisory Services

Client Group by ECD Level

Private Sector

M&E Networks

Other

Civil Society Groups/NGOs

Government
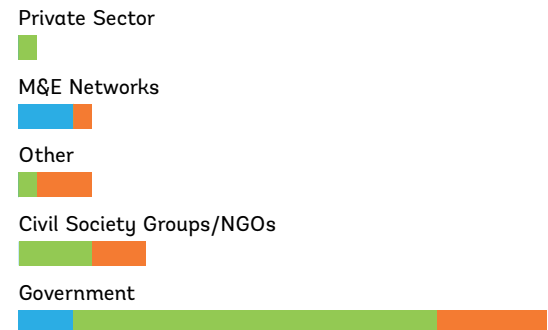
Individual   Organizational   Enabling Environment

Individual Level

We conducted eight activities at this level, a fourfold increase from FY17, equally divided among research products and knowledge sharing.

One applied research product examined the impact of the Student Training Workshop (Bolsa Formação Estudante), which provides scholarships to current and former public high school students, allowing them to attend technical and vocational education courses free of charge. The study design took advantage of the fact that scholarships are awarded randomly, through a lottery, to study the impacts of the program on labor market, crime, risky behavior, and non-cognitive skills outcomes. The study, which was developed into an academic paper, found that women experienced large gains in labor market outcomes and non-cognitive skills.

To address a lack of systemized evidence repositories in Portuguese, we published five policy briefs on "what works" in public policies in partnership with the LAPP (Public Policy Lab) platform.

As part of our knowledge sharing efforts, we presented our work at three international conferences organized by the American Evaluation Association; the South African Monitoring and Evaluation Association; and ReLAC (Red Internacional de Evaluación) in collaboration with REDLACME (Red Latinoamericana y Caribe de Evaluacion y Monitoreo) and IDEAS (International Development Evaluation Association). We also promoted a weekly Group of Studies in Applied Microeconomics, which meets to review and discuss academic publications in applied microeconomics.

> **Hiring FGV/EESP CLEAR to conduct their Training in Public Policy Assessment for state government officials was fundamental to expanding and strengthening institutional capacities in monitoring and evaluation of public policies. The course exposed participants to best practices at all stages of the evaluation of social programs and public policies.**

Ligia da Motta Silveira Borges, Planning Coordinator, Instituto Jones dos Santos Neves

Total Participants

814

Based on 26 activities for which participant data is available.

Participants by Gender

Female 64%

Male 36%
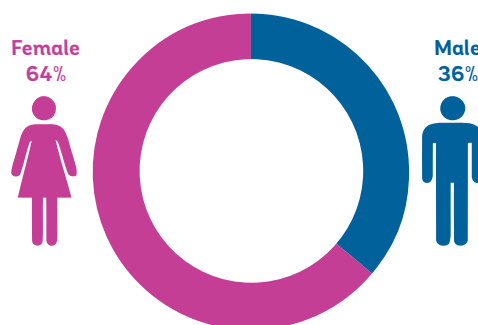
Based on 25 activities

Client Ratings
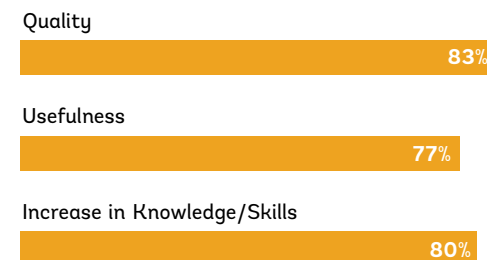
Quality
83%

Usefulness
77%

Increase in Knowledge/Skills
80%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 6 activities.

Outcome Story:
Achieving Organizational Change in the State of Espirito Santo

Espírito Santo in southeastern Brazil is one of the most populous Brazilian states and has the fifth-highest GDP per capita in the country. In October 2017, in response to increasing societal demand for transparency and improved use of public resources, the state government launched SiMAPP (System for Monitoring and Evaluation of State Public Policies), the first initiative of its kind among Brazil's 26 states. SiMAPP aims to institutionalize M&E practices, improve transparency in the public sector, and ensure that public resources are applied efficiently. It is centrally coordinated by the Instituto Jones dos Santos Neves (IJSN), a foundation linked to the State Secretariat of Economy and Planning that both researches and subsidizes public policies that impact Espírito Santo's socioeconomic development.

Each year, a board of state leaders is tasked with selecting public policies for evaluation. The results are then used to inform the Secretariat of State during budget preparations.

Today, Espirito Santo is recognized throughout the country as one of Brazil's most "M&E aware" states and it has earned a reputation for spending public money more efficiently than its counterparts.

How FGV/EESP CLEAR Helped

Beginning in 2015, we partnered with IJSN to develop and launch SiMAPP.

This partnership began when we designed and implemented several impact evaluations of the state's social programs. After this important first step, local government stakeholders responsible for state programs expressed interest in developing a state-managed independent M&E system and institutionalizing M&E practices in the state's decision-making processes. This system was built with our support.

- We provided legislative examples from around the world to help policy-makers draft the authorizing legislation.

- To build capacity, we delivered a three-month, customized version of our basic Qualification on Monitoring and Evaluation (ForMA) training to 36 strategically selected government staff from different agencies who work on, conduct, or manage impact evaluations.

- In the next six months, we will finalize a procedures guide to support system implementation and deliver a customized advanced version of ForMA to government managers who conduct and manage impact evaluations.

What Were the Outcomes

Results from a tracer survey of ForMA participants showed that 50 percent (16) of respondents rated the extent to which the use of M&E information has increased in their organization as a result of the training as high or significant.

In addition, through the knowledge acquired in the course, IJSN is training government staff, disseminating the M&E culture to other secretariats.

Why This Matters

This experience demonstrates how a state government can develop, nurture, and inspire an enabling environment and help institutionalize systematic M&E and evidence-based decision-making. It also offers valuable lessons on the full spectrum of services that CLEAR offers and provides a model for how CLEAR can use capacity building as an entry point to build long-term client relationships.

STRATEGIC FOCUS AREAS

Since the early 2000s, the Chinese government has focused attention on performance-based management, budgeting, and evaluation of publicly funded projects. While the goal is gradually to apply these approaches to all government-funded projects, weak M&E capacity—in China and other countries in Asia—has resulted in significant bottlenecks. Our strategy is to provide training, evaluation, advisory services, and knowledge sharing platforms to strengthen M&E capacity within China and across the region.

Within China, we continued to enhance our collaboration with both the Ministry of Finance's (MoF) Budget Department that oversees M&E for public policies at the national level and with provincial and municipal financial bureaus that conduct local M&E.

Working at a regional level continues to be a strategic priority. We have continued to enhance our collaboration with the Asian Development Bank (ADB) and other international development banks and organizations, to co-organize training programs, research, and regional knowledge sharing events such as Asian Evaluation Week (AEW). We are also maintaining strong partnerships with research institutions, think tanks, and consulting agencies.

This past year, our work engaged clients from Afghanistan, Bangladesh, Benin, Cambodia, Indonesia, Kazakhstan, Kyrgyzstan, Malaysia, Maldives, Myanmar, Nepal, Pakistan, Sri Lanka, South Korea, Tajikistan, Thailand, and Uzbekistan; going forward, we aim to expand our global reach.

Enabling Environment Level

Our primary clients at this level included Chinese government officials, particularly from the MoF working at the national and subnational levels, and provincial and municipal financial bureaus. We also collaborated with representatives from international development organizations (ADB, the International Development Bank, IFAD, International Monetary Fund, and multiple United Nation entities) working within China, the region, or both, and engaged M&E professionals from academia and private sector firms.

In partnership with the MoF and ADB, we hosted the second AEW, which convened 200 participants from 25 countries and 30 international organizations to explore ways that evaluation findings can be integrated into and support policy-making processes, practices, and approaches. Participants confirmed that AEW is a relevant platform to foster partnerships and advance M&E to improve policy-making in the region.

Organizational Level

Our research and advisory services to Shanghai's local government included an evaluation of the performance of the Employment Promotion Center of Qingpu District and an evaluation of fiscal expenditures in the public health sector. Both evaluations provided information on implementation, results, and areas for policy improvement. We also started a joint case study with the Sichuan Provincial Department of Finance to evaluate poverty alleviation funds in Sichuan (see Outcome Story below).

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, a public service institution affiliated with the Ministry of Finance of China that aims to promote capacity building in finance and development among Asia Pacific Economic Cooperation member economies. The Center started operating in 2012.

Individual Level

We offered several versions of our Shanghai International Program for Development Evaluation Training (SHIPDET) course, including the following.
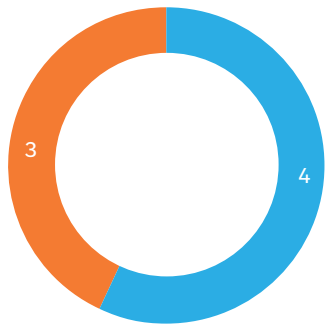
- **A Chinese-language version for public officials implementing projects funded by international development organizations.** The curricula focused on ways to develop and embed M&E practices and systems in agencies and corresponding line ministries. A total of 81 participants completed the training; 96 percent of those who provided feedback rated their increase in knowledge and skills as high.

- **A five-day, customized English-language version for Asian government officials and ADB evaluation staff and project officers.** The curricula focused on topics such as theory of change; thematic and programmatic evaluations using methodologies and tools such as impact evaluation and cost-benefit analyses; and the practical application of evaluation, particularly the nexus between public and private projects. A total of 38 participants completed the training. Participants who provided feedback gave an average score of 4.83 on the overall quality of the

Activities per ECD Level
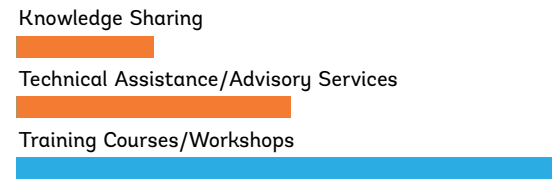
Activity Type per ECD Level

Knowledge Sharing

Technical Assistance/Advisory Services

Training Courses/Workshops

Client Group per ECD Level

Other

Government

■ Individual   ■ Organizational   ■ Enabling Environment

Total Participants

5,362

Based on 5 activities

Participants by Gender
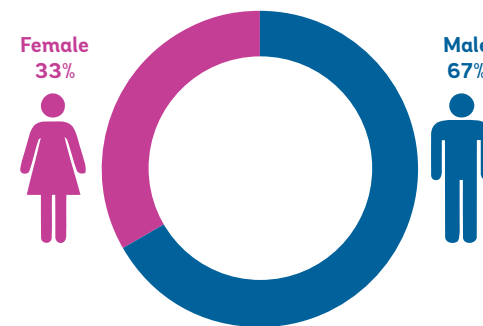
Female 33%   **Male 67%**

Based on 3 activities

Client Ratings
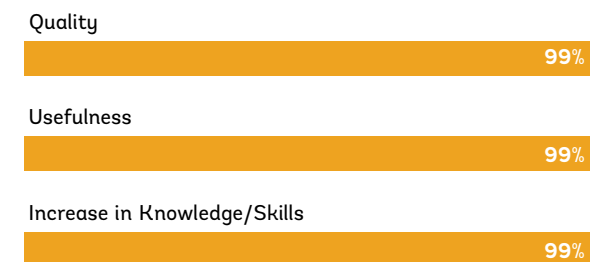
Quality

99%

Usefulness

99%

Increase in Knowledge/Skills

99%

Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 3 activities.

course and 4.79 on the usefulness of the course (on a scale of 1 to 5). A tracer survey found that more than 70 percent of respondents had applied concepts learned to a high or significant extent.

- **A three-day, customized version for public officials implementing ADB-funded projects, private evaluation professionals tasked with evaluating ADB-funded projects, and ADB officials.** The course, developed in collaboration with ADB, covered key evaluation principles and skills to prepare project completion reports that meet ADB's standards. Participants who provided feedback gave an average score of 4.89 on overall quality and 4.79 on increase in knowledge and skills (on a scale of 1 to 5). A tracer survey revealed that more than 80 percent of respondents had applied concepts learned to a high or significant extent.

In addition, we conducted several online courses—covering topics such as evaluation of public projects, fiscal expenditure, and budgeting evaluation management—reaching 4,900 participants.

Performance Evaluation of Poverty Alleviation Funds in Sichuan Province

To measure progress toward its goal of lifting all its citizens out of poverty and building a moderately prosperous society by 2020, the Government of China has adopted a comprehensive and strict evaluation system to monitor and evaluate the use of poverty alleviation funds and progress in poverty alleviation. In southwest China, the Sichuan Provincial Department of Finance established a "Sichuan Model" of performance evaluation for poverty alleviation projects and used this model to conduct 65 project evaluations from 2015-2017.

How CLEAR-EA Helped

In collaboration with officials from this department and local consultants based in Sichuan, we conducted a study of this model to assess its methods, applications, targets, and guidance; identify strengths and weaknesses; and propose solutions.

What Were the Outcomes

The study found that several areas should be strengthened to enhance the "Sichuan Model" and ensure the proper evaluation of projects and funds. These include improving questionnaire design and data collection, using appropriate methods, and increasing evaluation awareness, accountability, and the supply of qualified evaluation professions in third-party evaluation agencies.

Why this Matters

As a result of this study, the department committed to strengthening the "Sichuan Model" by taking advantage of the Internet and "big data" technologies to improve data collection, and by cultivating qualified evaluation professionals, especially in third-party evaluation agencies.

In addition, we plan to share the study findings at the 2018 AEW so that this research can help guide the evaluation of poverty alleviation funds and policy in other provinces in China and other countries.
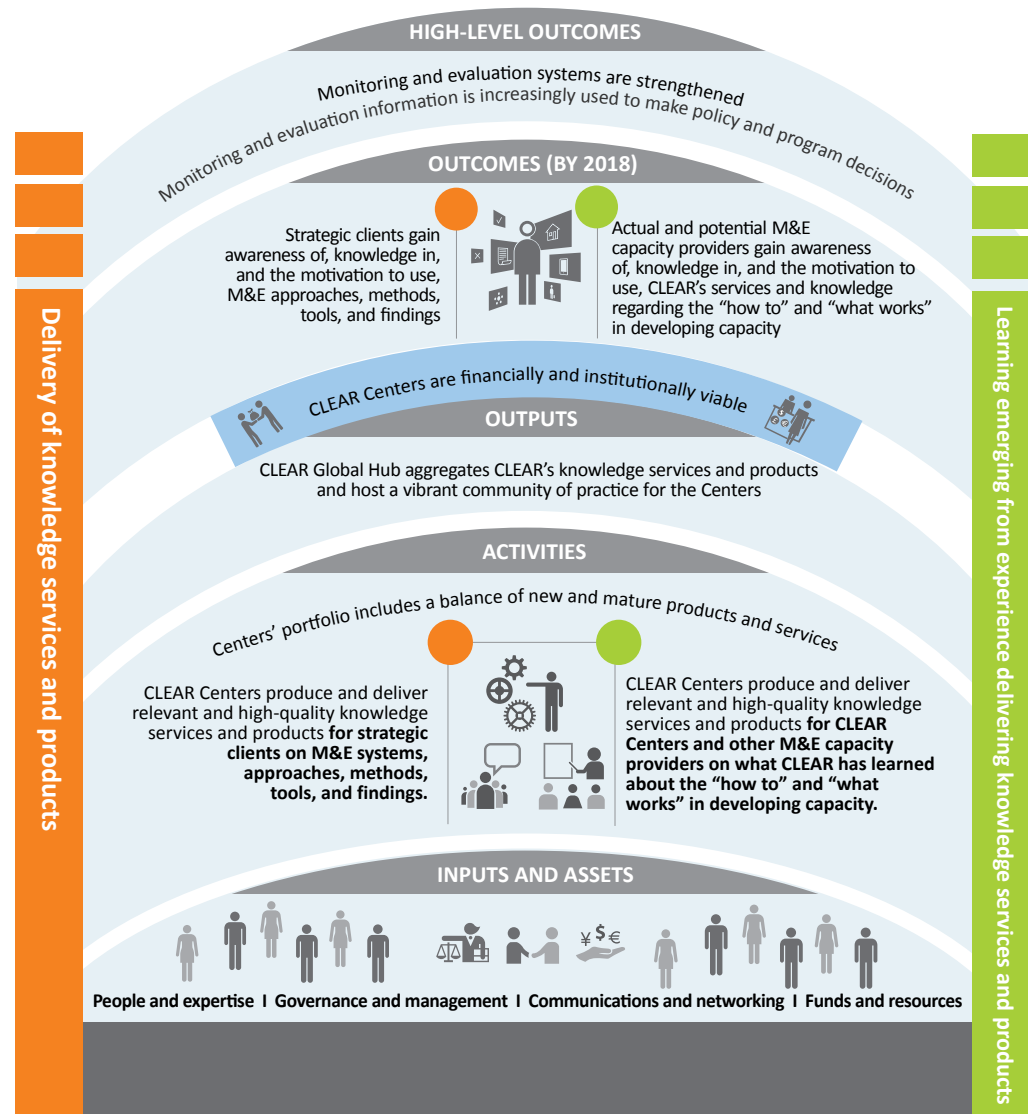
CLEAR's multi-donor trust fund is scheduled to close in 2021. In the coming year, to support CLEAR's continuity post-2021, we will focus on key steps to prepare CLEAR for post-2021 continuity. Some key initiatives include the following:

- **Finalize CLEAR's Phase 3 Strategy.** In FY19, we will finalize CLEAR's Phase 3 Strategy. The strategy will cover a (i) transition period from 2019-2021 to develop foundational building blocks for post-2021 sustainability and (ii) a post-2021 funding strategy. It will define the 'CLEAR Way' in terms of products, processes, services, delivery models, and a shared vision on key M&E themes and issues. It will also identify suitable and sustainable funding scenarios for the program, and propose partnership models that can contribute to achieving our strategic objectives. Key stakeholders in the consultative process will include CLEAR's six Centers, donors, and Global Hub.

- **Harmonize selected training courses.** In FY19, we will assess the potential to harmonize two trainings offered by all six Centers: *Fundamentals of M&E and Impact Evaluation*. Harmonization of core products and services (while allowing for some flexibility to accommodate regional and country contexts as well as client needs and priorities) is an important step towards creating a CLEAR brand (the 'CLEAR Way') and demonstrating CLEAR's value proposition as a global network with high-quality products and services.

- **Systematize learning, knowledge management, and communications.** To support CLEAR's mission to strengthen evaluation capacity by identifying key knowledge gaps, and generating and sharing knowledge, the Global Hub will coach Centers to develop a Learning Agenda. The agenda will guide Centers toward a more systematic approach to learning, knowledge management, and communication. A steering committee will be created, composed of one focal point from each Center and the Global Hub, to facilitate internal and external knowledge management and communications.

- **Leverage bilateral/multilateral collaborations.** A critical component of CLEAR's post-2021 strategy is 'growth for higher impact through partnerships' –leveraging connections with other international ICD providers to extend our ability to meet client needs. In FY19, we will map connections with providers such as the International Program for the Development of Evaluation Training (IPDET) to explore opportunities for potential partnerships and collaborations.

III. Appendices

Appendix A.
CLEAR's Theory of Change

HIGH-LEVEL OUTCOMES

Monitoring and evaluation systems are strengthened

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

OUTCOMES (BY 2018)

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

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

CLEAR Centers are financially and institutionally viable

OUTPUTS

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

ACTIVITIES

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

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

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

INPUTS AND ASSETS

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

Delivery of knowledge services and products

Learning emerging from experience delivering knowledge services and products

CENTERS FOR LEARNING ON EVALUATION AND RESULTS

Appendix B. Financial Information

In FY18, the CLEAR Initiative committed or spent $15.4 million or close to 83 percent of the original $18.6 million budget projected through FY21 (of which $17.6 million has been received). This funding, including grants, was used to support the CLEAR Centers (81 percent), Global Knowledge/Capacity and Network Support (15 percent), and Governance, Management, and Administration (4 percent). In addition, the World Bank Group helped fund administrative and staff costs.

All financial data is for FY18 and all dollar amounts are US dollars unless otherwise indicated.

## Table B.1: Funding by Donor (Unaudited Statements)

	Non-World Bank	World Bank	Total
African Development Bank	100,000		
Asian Development Bank	450,000		
Belgium Directorate-general for Development Cooperation and Humanitarian Aid	147,411		
Department of Foreign Affairs and Trade (Australia)	1,135,410		
Department for International Development (United Kingdom)	5,160,561		
Inter-American Development Bank	2,100,000		
The Rockefeller Foundation	2,500,000		
Swedish International Development Cooperation Agency	4,689,949		
Swiss Agency for Development and Cooperation	630,939		
World Bank Africa Region, Institutional Development Fund grant to CLEAR FA		712,865	
Total	**16,914,270**	**712,865**	**17,627,135**

Table B.2 CLEAR Expenditures and Projections by Fiscal Year and Component

Component	Total Planned FY10-21	Actual FY10-18	Projected FY19	Projected FY20-21
Regional - Grants and IDF grant (incl. committed)	13,165,807	13,165,807	0	0
Regional - Direct Support, Selection	1,120,258	1,070,258	10,000	40,000
Global	1,955,283	1,292,181	367,502	295,600
Governance/Management	755,120	245,120	70,000	440,000
Administration Fee	625,870	455,830	53,700	116,340
Total	**17,622,338**	**16,229,196**	**501,202**	**891,940**

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

Region	Total
Anglophone Africa	5,409,250
Francophone Africa (incl. IDF grant)	2,459,539
East Asia	530,767
Pacific	68,884
South Asia	3,733,447
Latin America and the Caribbean	1,353,073
Brazil	818,872
Multi-region	20,973
Total	14,394,805
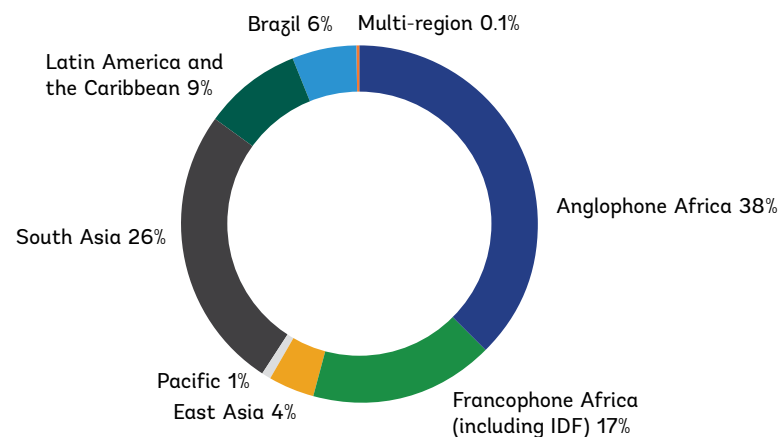
The table and the chart present higher-level summary (past) expenses and (future) commitments by region from program inception until June 30, 2018. They include funds available in the form of grants paid through the Recipient-Executed Trust Funds of CLEAR's multi-donor trust fund, it also includes expenses paid by each region such as for firm or individual contracts, expenses related to selecting CLEAR Centers, analytic studies taken 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 World Bank Group Institutional Development Fund.

Table B.4: Grant Information by Center

	Grant Number	World Bank Project ID	Status	Grant Closure Date	% Orig. Grant Disbursed	Orig. Grant Amount	Current Grant Amount	Cancelled Due to Grant Closure	Open Commit - Active Grants	Actual Total Disbursed
Grants (without World Bank IDF to CLEAR FA)						12,781,808	12,452,943	328,865	4,445,253	8,007,690
Grants (with World Bank IDF to CLEAR FA)						13,777,598	13,165,808	611,790	4,445,253	8,720,555
CLEAR EA										
Phase 1	TF012927	P132879	Closed	31-Dec-14	83%	350,000	290,780	59,220	0	290,780
CLEAR SA										
Phase 1	TF099750	P128962	Closed	1-Oct-12	96%	640,000	612,924	27,076	0	612,924
Phase 2	TF013008	P133050	Closed	30-Jun-15	99%	1,300,000	1,287,623	12,377	0	1,287,623
Phase 3	TF0A2895	P156902	Active	30-Dec-20	91%	950,000	950,000	Active	81,922	868,078
Phase 3 - Additional	TF0A7836	P156902	Pending	30-Dec-20	0%	600,000	600,000	Pending	600,000	0
CLEAR LAC										
Phase 1	TF013175	P132915	Closed	30-Jun-16	81%	695,000	563,246	131,754	0	563,246
Phase 2	TF0A6503	P165485	Active	30-Dec-20	0%	726,000	726,000	Active	726,000	0
FGV/EESP CLEAR										
Phase 1	TF0A1125	P150738	Active	30-Dec-20	99%	277,000	277,000	Active	331	276,669
Phase 1 – Additional	TF072742	P150738	Pending	30-Dec-20	0%	500,000	500,000	Pending	500,000	0
CLEAR AA										
Phase 1	TF099883	P130238	Closed	31-May-13	94%	940,513	886,015	54,498	0	886,015
Phase 2	TF016358	P149309	Active	30-Dec-20	100%	2,997,325	2,997,325	Active	0	2,997,325
Phase 2 – Additional	TF0A6870	P149309	Active	30-Dec-20	0%	1,200,000	1,200,000	Active	1,200,000	0
CLEAR FA										
Phase 1	TF012951	P132789	Closed	30-May-16	84%	268,970	225,030	43,940	0	225,030
Phase 2	TF0A5250	P160703	Active	30-Dec-20	0%	1,337,000	1,337,000	Active	1,337,000	0
World Bank IDF	**TF012160**		**Closed**	**10-Nov-15**	**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 is comprised of two main 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 the World Bank's Independent Evaluation Group (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 World Bank policies and procedures).

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