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# ANNUAL REPORT

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July 2018–June 2019

**Evaluate**

**Learn**

**Decide**

[www.theclearinitiative.org](http://www.theclearinitiative.org)

## CLEAR Annual Report 2019

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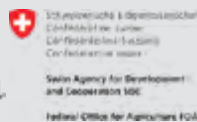
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July 2018–June 2019

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# Message from the CEO



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

## **Ramping Up Action, Delivering Results: CLEAR FY19**

In 2019, the United Nations called on stakeholders worldwide to increase their commitment, action, and ambition to achieve the 2030 Sustainable Development Goals (SDGs). Toward this end, evaluation of development initiatives will be an essential tool to understand what works and how best to accelerate progress toward these goals. As I look back at this past year, I am proud to report that CLEAR—a global leader in Evaluation Capacity Development (ECD)—has actively responded to this call for action. We have done so by delivering—in greater numbers and with more innovation and wider reach—client-centered services and products to help governments build capacity to measure development progress and outcomes, strengthen evidence-based policy-making, and enhance government accountability and transparency.

**Expanded reach and impact.** Overall this past year, we directly engaged with more than 5,100 participants in 25 countries through a diverse—and growing—mix of products and services. Aligning with our aim to foster sustainable, institutionalized change, just under one-half of these activities focused on strengthening the Enabling Environment for monitoring and evaluation, and more than one-third of all participants were government officials.

**Enhanced innovation.** In each of our six regional Centers, we launched new products and services. For example, CLEAR Anglophone Africa (AA) collaborated with key partners to launch the Peer Learning Program to Strengthen Systems of Evidence in Parliament (see p. 12); in India, CLEAR South Asia (SA) launched a new fellowship program for emerging evaluation researchers (see p. 20). In June, we launched the first gLOCAL Evaluation Week to promote local and global M&E knowledge-sharing and skill-building, driven by our understanding that while global knowledge shapes local evaluation practices, local experiences influence global evaluation thinking. Government, civil society, nongovernmental, and private sector entities responded to our call to “share your M&E knowledge and experience” by organizing close to 270 in-person or online events in 38 countries, reaching an estimated 22,000 people. On page 17, we share a story about one such roundtable event in Senegal.

**Broader synergies.** By fostering knowledge transfer and best practice exchanges across our network, and leveraging synergies in our work, we enhanced our impact. This past year, we dramatically increased cooperation across our Centers. For instance, CLEAR Francophone Africa (FA) and CLEAR Lusophone Africa and Brazil (LAB) delivered a joint ECD training in French and Portuguese in Guinéa-Bissau (see p. 8):

We also continued to scale up and expand our global programs. A second cohort of participants representing 58 countries graduated from PRiME (Program in Rural M&E), developed in partnership with the International Fund for Agricultural Development (IFAD), and we delivered our first PRiME trainings in East Asia. We also delivered our first impact evaluation course for rural development, in Istanbul, Turkey, to 27 participants from 15 countries.

### **Looking Back, Moving Forward**

In preparation for 2021, when CLEAR's funding model will transition from a multi-donor trust fund to a broader, global partnership, we adopted a new, ambitious CLEAR Strategy 2020-2025, and updated our mission statement and our vision to solidify our positioning and relevance in the ECD landscape. During the next five years, we will prioritize efforts to grow partnerships to increase our regional footprint, focus on supporting country efforts to achieve the SDGs, provide public goods to underserved sectors, clients, and geographic locations, and endeavor to create system-wide impacts and sustainable M&E adoption in client countries. We started working with partners to raise funds to subsidize our public goods delivery while we continue to develop sustainable business models.

As this report demonstrates, CLEAR's worldwide network is uniquely positioned to support local M&E excellence, drawing on global practices and local experience to strengthen evaluation systems, build evaluation skills, and apply evaluation knowledge to improve development outcomes. As always, we gratefully acknowledge that this work would not be possible without expert guidance and financial support from our donors and the work of our global team, prominently including our partners.

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

# CLEAR at a Glance

The CLEAR Initiative is a collaborative global program founded in 2010 by academic and bilateral and multilateral institutions to support evaluation capacity development in developing countries. Our vision is to promote better development outcomes through increased evaluation capacity, learning, and

use of evidence. To achieve this vision, we partner with stakeholders across the evaluation ecosystem to engage clients and provide useful products and services at the Enabling Environment, Organizational, and Individual levels.

## CLEAR Works at Three Levels to Achieve Four Objectives



Expand Capacity to Produce Evidence



Share Innovations and Know-How on What Works



Encourage Use of M&E Information for Decision-Making



Strengthen Monitoring and Evaluation (M&E) Systems and Functions



### Enabling Environment,

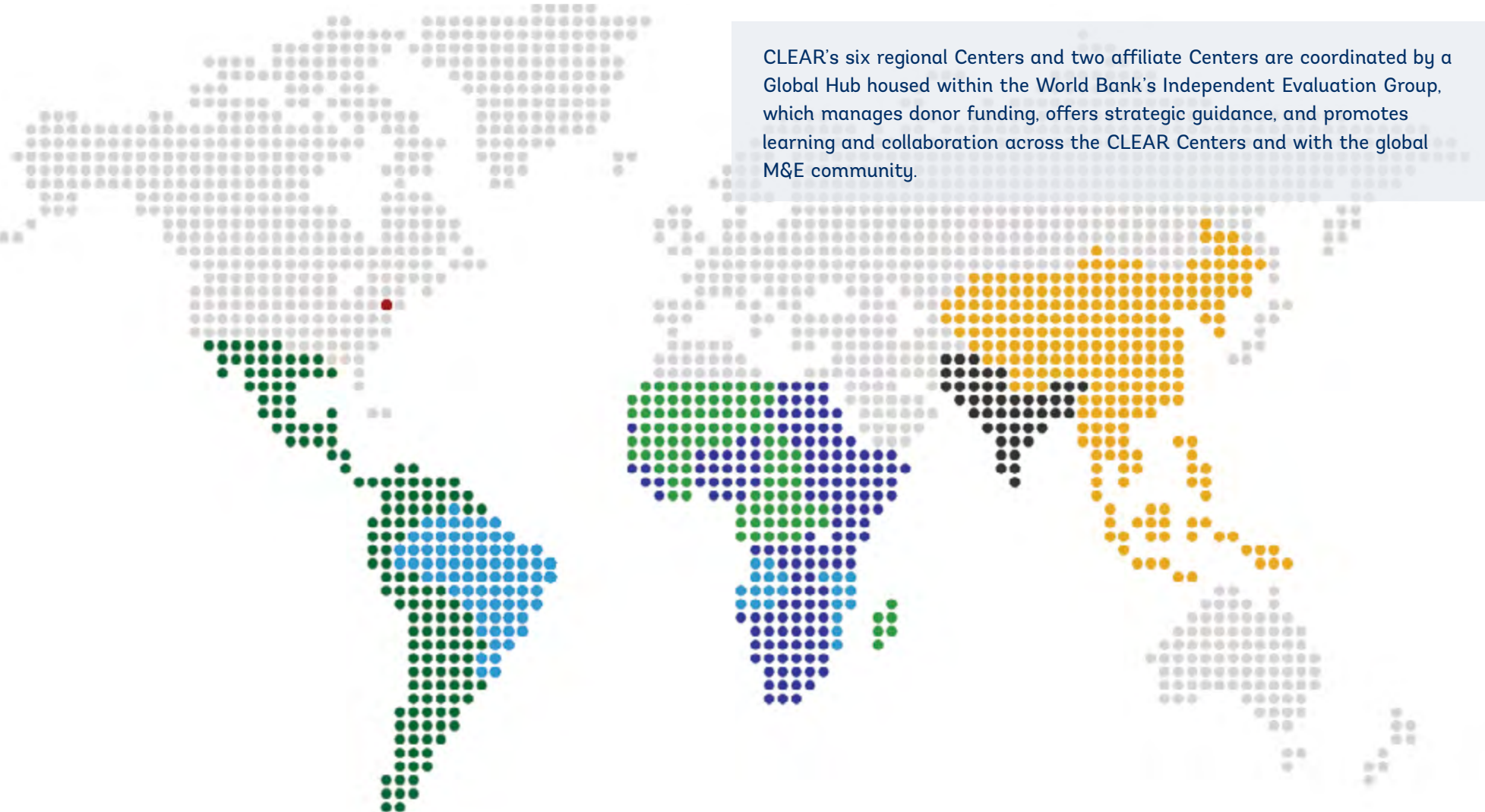
where assistance focuses on strengthening the supportive legal, regulatory, and institutional frameworks that promote a culture of evidence-use in decision-making and lead to system-wide impact



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



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



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

● **Global Hub**

Hosted by Independent Evaluation Group  
The World Bank Group  
Washington, DC

● **Latin America and the Caribbean Regional Center**

Hosted by Centro de Investigación y Docencia Económicas, Mexico City, Mexico

● **Lusophone Africa and Brazil Regional Center**

Hosted by Fundação Getulio Vargas, Escola de Economia de São Paulo, SP, Brazil

● **Anglophone Africa Regional Center**

Hosted by University of the Witwatersrand  
Johannesburg, South Africa

● **West Africa Affiliate Center**

Hosted by Ghana Institute of Management and Public Administration, Accra, Ghana

● **Francophone Africa Regional Center**

Hosted by Centre Africain d'Études Supérieures en Gestion  
Dakar, Senegal

● **East Asia Regional Center**

Hosted by Asia-Pacific Finance and Development Institute, Shanghai, China

● **South Asia Regional Center**

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

● **Pakistan Affiliate Regional Center**

Hosted by Centre for Economic Research in Pakistan, Lahore, Pakistan





## I. Activities and Results

# Global Highlights

In FY19, CLEAR delivered 137 activities, reaching 5,103 participants in 25 countries:

**Bangladesh**

**Ghana**

**Rwanda**

**Brazil**

**Guinée-Bissau**

**Senegal**

**Burkina Faso**

**India**

**South Africa**

**China**

**Kenya**

**Tanzania**

**Costa Rica**

**Mexico**

**Uganda**

**Côte d'Ivoire**

**Niger**

**Uruguay**

**El Salvador**

**Nigeria**

**Zambia**

**Ethiopia**

**Pakistan**

**Gabon**

**Panama**



## GLOBAL RESULTS

### Strengthen M&E Systems and Functions

As measured by tracer surveys from three Centers (AA, LAC, and SA), roughly two-thirds of our clients reported that our work highly contributed toward strengthening M&E functions and systems in their organizations. CLEAR has become the go-to partner to help strengthen M&E systems at national and subnational levels, as evidenced by increasing requests for M&E diagnostic and targeted technical assistance, which accounted for 23 percent of our work this year.

### Encourage Use of M&E Information for Decision-Making

In Anglophone Africa, our continued engagement with parliamentarians and civil servants contributed to the establishment of robust cultures of evidence-use among key champions in the public sector (see p. 12). In South Asia, we designed enhanced data systems and trained government officials on their use, improving data collation and analysis for policy-making (see p. 20).

### Expand Capacity to Produce Evidence

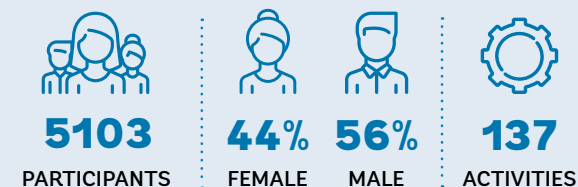
CLEAR supported the inclusion of M&E curricula in bachelor and master degree programs in public policy in Africa (see p. 12) and Mexico, and delivered evaluation fellowship programs in India and Mexico. With the delivery of PRiME in four new countries, we continued to increase the cadre of trained evaluators working in rural development who are connected to and supported by global counterparts (see p. 9).

CLEAR expanded its partnerships with subnational governments to strengthen the evaluation capacity of state- and municipal-level public officials and to use evidence in decision-making. Examples include CLEAR SA's work with the State of Tamil Nadu (see p. 20), and CLEAR LAB's work with the States of Bahia and Minas Gerais (see p. 28).

### Share Innovations and Know-How on What Works

CLEAR translated evaluation resources into Portuguese, Spanish, and Chinese to share know-how and bridge knowledge gaps. During gLOCAL Evaluation Week (see p.8), Asian Evaluation Week (see p.32), and other knowledge-sharing events, we helped convene evidence producers and consumers to share best practices, lessons learned, and innovations.

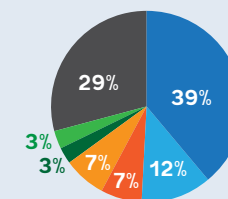
## ACTIVITIES IN NUMBERS



## ACTIVITY LEVEL

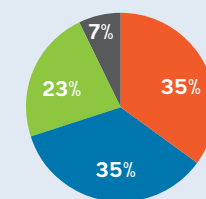






## CLIENTS



-  Government
-  M&E Network
-  Academia
-  Civil Society Groups/NGOs
-  Research, Non-Academia
-  Donors
-  Other

## ACTIVITY TYPE



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

## CLIENT RATINGS\*



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

## Global Activity Highlights

### Expanded Support in Lusophone Africa



Expand Capacity to Produce Evidence



Individual Level

In January 2018, CLEAR LAB, in partnership with CLEAR FA, advanced our support to Lusophone Africa, where language barriers have limited opportunities for evaluation practitioners from Angola, Cape Verde, Guinéa-Bissau, Mozambique, and São Tomé and Príncipe to benefit fully from regional knowledge-sharing platforms and trainings. To bridge this gap, we delivered a training in Guinéa-Bissau in both Portuguese and French to 45 senior public officials and other evaluation stakeholders, covering topics such as the importance (and inherent challenges) of results-based management for stimulating development, basic concepts of M&E, and useful tools and techniques used to improve the performance of public policies (e.g. theory of change and experimental and non-experimental impact evaluations methods). The intention was that, after the workshop, participants would help disseminate M&E and results-based management in their public administrations, increasing the demand for other training programs in their countries. This important initiative expanded CLEAR activities in Lusophone Africa and marked the first of a series of planned engagements to support these countries.



### Launching gLOCAL Evaluation Week



Share Innovations and Know-How on What Works



Individual Level

In June 2018, we launched [gLOCAL Evaluation Week](http://www.glocalevalweek.org)<sup>1</sup> to promote local, regional, and global M&E knowledge-sharing through a designated week of in-person and virtual events organized by stakeholders. This initiative was modeled after Latin America Evaluation Week, an annual event organized by CLEAR LAC since 2015. Between June 3-7, nearly 270 events for 22,000 estimated participants were held in 38 countries. All events were free and open to the public, with topics ranging from basic to advanced workshops on M&E methodologies and evaluation issues.

“The [evaluation and gender] session was very useful because it included concrete recommendations and real-life applications of planning and evaluation tools.”

Geraldine Woychykoski, City Government Employee, Buenos Aires, Argentina

“It is refreshing to know that various departments are collaborating in the use of evidence to support the work of parliament.”

Ibrahim Maida Inusah, Accra, Ghana

“Thank you for coming up with this idea, reaching out to us, and being so excited about our event. I truly believe this will move the needle in the assessment world on education globally and in India, and on life skills education, too.”

Kanthi Krishnamurthy, Dream a Dream, Bangalore, India

<sup>1</sup> Additional information is available at [www.glocalevalweek.org](http://www.glocalevalweek.org).



## Expanding PRiME



Expand Capacity to Produce Evidence



Individual Level

CLEAR delivered [PRiME](#) (Program in Rural M&E)<sup>2</sup>—a rigorous certification course developed in partnership with IFAD—in three languages in five continents. Participants included individuals funded by a grant from IFAD, sponsored by their employers (or other institutions such as the World Bank), or self-funded. In Shanghai, China, we delivered Fundamentals 1 in English and French to 80 participants; in Mexico City, Mexico, we delivered Fundamentals 1 in Spanish to 20 participants, including participants from the World Bank, the World Food Program, and other international organizations; in Abidjan, Ivory Coast, we delivered Fundamentals 1 in French to 11 M&E officers who were then able to take Fundamentals 2 when it was offered in French and English in Istanbul, Turkey (this training involved 75 participants); and in São Paulo, Brazil, we delivered Fundamentals 2 in Spanish to 17 participants.

In FY19, PRiME matriculated our second cohort of students that included 111 participants from 58 countries—doubling in one year both the number of participants and the number of countries represented. To date, 164 people from 82 countries have completed the PRiME training and received a certificate.

In addition, in Istanbul, Turkey, we delivered the first Impact Evaluation course focused on the rural sector to 27 participants from 15 countries, including a mix of IFAD-funded participants and those from other organizations.

## Forging CLEAR's Strategy 2020-2025

During a Global Forum in Stockholm, representatives from CLEAR's six regional Centers, affiliates, and donors took stock of CLEAR's progress during Phase 2 (2015-19) and agreed on the main directions that would solidify CLEAR's positioning and relevance in the ECD environment during Phase 3 (2020-2025). Subsequently, at a Global Forum in São Paulo, we reached a consensus on key implementation aspects of the Phase 3 Strategy and confirmed our commitment to embarking on an ambitious partnership and expansion agenda with a strong focus on supporting faster achievement of development outcomes and the SDGs. CLEAR Strategy 2020-2025 sets forth an action plan for how we will increase our global, regional, and national impact and achieve sustainability. It articulates core principles through which we will prioritize our work with selected sectors, clients, and geographic locations and reaffirms our commitment to providing public goods.

2 Additional information available at [www.primetraining.global](http://www.primetraining.global).



# Anglophone Africa

“We are building a strong network of people and institutions across Africa that enables us to appreciate the complexity of the systems with which we work and to develop collaborative, thoughtful interventions that are authentic, effective, and sustainable.”

*Dugan Fraser,  
Director, CLEAR Anglophone Africa*



CLEAR AA Team



## CLEAR AA PORTFOLIO OVERVIEW

CLEAR AA has moved toward a decentralized and sustainable capacity-development model, collaborating with a diverse range of in-country partners, such as the Ghana Institute of Management and Public Administration, African Parliamentarians' Network on Development Evaluation, Twende Mbele, and the African Evaluation Association. This year, we focused on strengthening partnerships with established regional networks as well as on creating a culture of evidence use across governments, civil society, and nongovernmental organizations (CSOs, NGOs), parliaments, and higher education institutions.

During FY19, we delivered 30 activities reaching 712 participants. At the Enabling Environment level, we completed a comprehensive evaluation on the status of the national evaluation systems in five countries—Ghana, Kenya, Rwanda, Uganda, and Zambia—using our holistic framework, *Ten Functions of a National Evaluation System*, to determine the most appropriate interventions to strengthen their evaluation capacity.

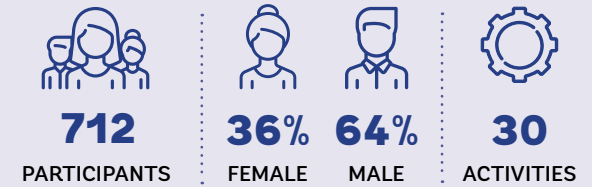
Another example is our work supporting the Collaborative Curriculum Development Project. In Accra, Ghana,

we convened a meeting with 39 academics from 11 countries and 23 universities to review the first draft of a harmonized postgraduate M&E curriculum that aims to make it easier to assess the quality and appropriateness of post-graduate qualifications. To date, 19 universities have committed to using elements of the curriculum to build their postgraduate programs in M&E, illustrating the demand for professionalization within the sector.

We released [Evaluation Landscape in Africa](#),<sup>3</sup> which provides an overview of the continent's evaluation environment through a review of our African Evaluation Database, which houses evaluations undertaken from 2005 to 2015. This research emphasized how African evaluators use different evaluation methods and approaches, and highlights the importance for CLEAR AA to support building local, contextually relevant, capacity.

Looking ahead, we anticipate collaborating with CLEAR FA and CLEAR LAB to develop a shared vision to support ECD across Africa.

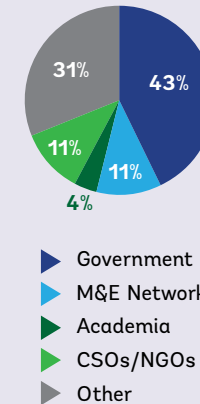
## ACTIVITIES IN NUMBERS



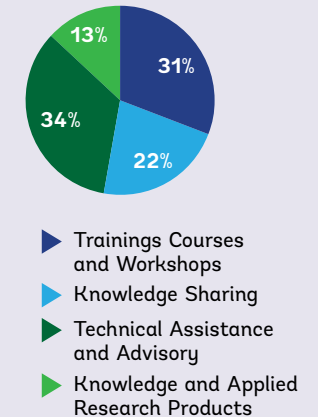
## ACTIVITY LEVEL



## CLIENTS



## ACTIVITY TYPE



## CLIENT RATINGS\*



<sup>3</sup> Available at [www.academia.edu/40258240/Evaluation\\_Landscape\\_in\\_Africa\\_-\\_Context\\_Methods\\_and\\_Capacity](http://www.academia.edu/40258240/Evaluation_Landscape_in_Africa_-_Context_Methods_and_Capacity)

\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 17 activities (n=314)

## ANGLOPHONE AFRICA ACTIVITY HIGHLIGHTS

### Leveraging Civil Society Organizations to Strengthen Government M&E Systems



Within a country's evaluation ecosystem, CSOs are an important source of evidence generation and evaluation capacity; however, CSOs have limited abilities to contribute to government M&E activities and policy-making as governments do not generally consider the evidence that CSOs generate.

To better understand the factors that limit CSO engagement, we partnered with Twende Mbele to hold workshops with CSOs in Ghana, Kenya, Rwanda, and Uganda. Using our diagnostic tool, *Ten Functions of a National Evaluation System*, participants explored where they felt CSOs could play a role in strengthening government-wide M&E systems.

The analysis showed that, across countries, CSOs are limited in their ability to contribute to national and subnational policy-making. A comparison among countries showed that there are similar underlying factors (for example, the lack of collaboration opportunities between CSOs and governments, and the limitations of donor priorities as the main driver of evaluation demand and use). This activity

helped to identify the key challenges facing wider CSO/government collaboration around M&E, and it identified potential solutions going forward.

### Peer Learning Program to Strengthen Systems of Evidence in Parliaments



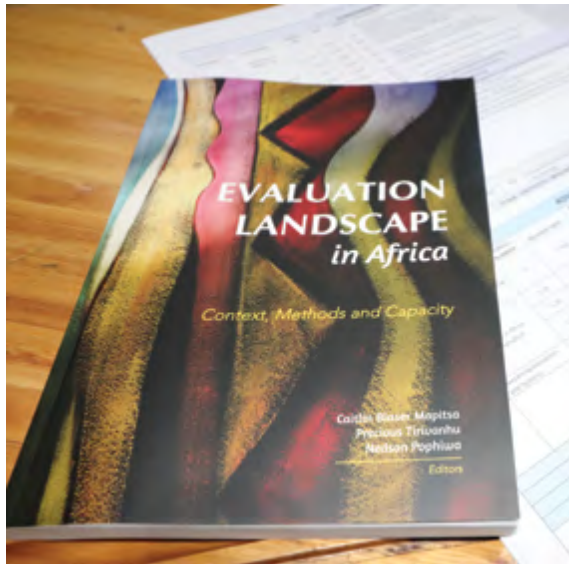
Parliaments are complex political institutions where multiple negotiation processes influence the demand, generation, and use of evidence. In 2018, in collaboration with key partners, we launched the Peer Learning Program to Strengthen Systems of Evidence in Parliaments to stimulate cross-learning and foster strategic relationships among capacity-building organizations and evaluation champions within parliaments. Related activities included vigorous desktop research, and scoping visits, followed by a series of regional peer-learning events. Participants included representatives from the parliaments of Kenya, Malawi, Rwanda, South Africa, Tanzania, Uganda, and Zambia, representatives from the East African Legislative Assembly, the ECOWAS (Economic Community of West African States) Parliament, and the Pan African Parliament, and representatives from capacity-building organizations.

“From all the interactions we have had in different African countries, I've learnt that we are facing more-or-less the same situations.”





— Hon. Dr Immaculate Sware Semesi, MP, Parliament of Tanzania

Looking ahead, we will share insights from program implementation in manuals, case studies, and other knowledge products, and continue to build linkages to academic institutions interested in this nexus work.





## Building the Capacity of M&E Practitioners and Scholars

-  Expand Capacity to Produce Evidence
-  Encourage Use of M&E Information for Decision-Making
-  Share Innovations and Know-How on What Works
-  Individual Level

We launched DETPA (Development Evaluation Training Programme in Africa)<sup>4</sup> in response to the growing demand for M&E capacity building in the region. The training includes entry and intermediate/advanced levels. This year, the program attracted 24 delegates from Botswana, Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda, and Zambia. Many of the delegates had the responsibility of building their country evaluation systems or were in positions of influence in the realm of policy, planning, and evaluation.

Over the long term, DETPA aims to build links with other professional M&E qualifications offered by CLEAR AA and the University of the Witwatersrand School of Governance. The increasing pressure within the M&E sector to strengthen professionalism has compelled training providers to develop more comprehensive capacity-development interventions. As a result, CLEAR AA, in collaboration with higher education institutions from the region, developed a list of competencies and a harmonized curriculum.

In addition, based on lessons from our previous training programs, DETPA has promoted the call to develop an approach to evaluation that is appropriate for the African context. This approach acknowledges that context, culture, history, and beliefs are critical to the way we shape evaluation in response to the diversity and complexity of development in Africa.



<sup>4</sup> Additional information available at [www.wits.ac.za/clear-aa/detpa-2019/](http://www.wits.ac.za/clear-aa/detpa-2019/).

# Francophone Africa

“Our work exemplifies our commitment to building strong networks and long-term relationships with parliamentarians, governments, and VOPEs to achieve sustainable change.”

*Boubacar Aw,  
Coordinator, CLEAR Francophone Africa*



## CLEAR FA PORTFOLIO OVERVIEW

Focusing our efforts in four countries—Benin, Côte d'Ivoire, Niger, and Senegal—we continued to develop long-term relationships with government clients and voluntary organizations of professional evaluators (VOPEs) to increase evidence-based policy- and decision-making and build strong communities of practice. We are constantly innovating our approaches to respond to client demand.

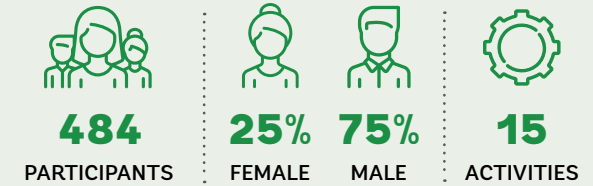
In FY19, we reached 484 participants through 15 activities. More than half of these activities were trainings, and the bulk of our work—nearly 70 percent—targeted parliamentarians who, following training, are well-placed to advocate for the importance of evidence-based policy-making and catalyze organizational change.

In partnership with the African Evaluation Association, we participated in a high-level panel discussion on strengthening institutional capacity and led a performance evaluation workshop in Burkina Faso. We also offered two versions of our flagship trainings to M&E professionals.

As part of our ongoing work to support performance-based budgeting in West Africa, we conducted a panel session on public finance reform at a conference hosted by the African Association of Finance and Accounting; supplied training for 35 parliamentarians from Niger; and participated in a two-day ECD knowledge-sharing event with parliamentarians from Côte d'Ivoire, Niger, and Senegal. These efforts led to increased demand for our services, helping us to complete an agreement to provide long-term support to the Bureau of Organization and Methods, housed in the presidency of Senegal, and prepare concept notes for similar agreements with the Public Policy Evaluation Office, housed in the presidency of Benin, and the parliaments of Côte d'Ivoire and Niger.

In January, in partnership with CLEAR LAB, we provided institutional and organizational support to deliver a M&E capacity-building workshop in French and Portuguese in Guinée-Bissau (see p. 8) and look forward to continuing this collaboration to deliver additional activities in the future. During gLOCAL Evaluation Week, working closely with nine stakeholder organizations, we helped organize 18 events across Benin, Côte d'Ivoire, Morocco, Senegal, and Togo.

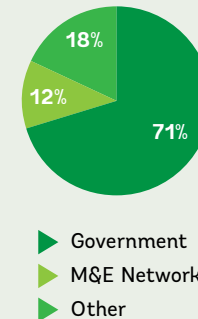
## ACTIVITIES IN NUMBERS



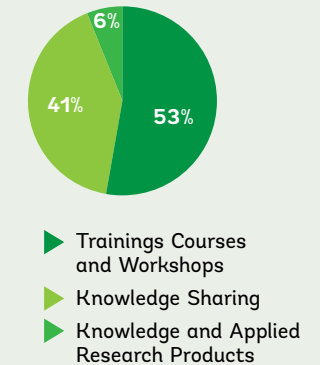
## ACTIVITY LEVEL



## CLIENTS



## ACTIVITY TYPE



## CLIENT RATINGS\*



\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 8 activities (n=47).



## FRANCOPHONE AFRICA ACTIVITY HIGHLIGHTS

### Working Together to Better Monitor Senegal's Progress toward the SDGs

-  Encourage Use of M&E Information for Decision-Making
-  Organizational/Enabling Environment Level

As of June 2019, Senegal is on track to achieve SDG 12 (responsible consumption and production) and moving in a positive direction to achieve SDG's 13 (climate action), 15 (life on land), and 17 (partnerships for the goals). However, the country is not progressing as well on 13 other goals, including those related to poverty, education, gender equality, and peace, justice, and strong institutions, based

on an analysis by the SDG Center for Africa and Sustainable Development Solutions Network.<sup>5</sup>

During the 2019 gLOCAL Evaluation Week, 45 stakeholders representing local governments, NGOs, CSOs, and evaluation networks met at UNICEF's regional headquarters in Dakar to examine M&E activities in relation to the SDGs.



“**This is the first time I've been to a webinar and it's beyond my expectations. Knowing that a tool like the Evidence and Gap Map is available to development actors for better use of evidence is reassuring.**”

— Professor, Department of Sociology

<sup>5</sup> Available at <https://www.sdqindex.org/reports/2019-africa-sdq-index-and-dashboards-report/>.



A cornerstone of CLEAR FA's regional strategy is to strengthen M&E networks to support sustainable change, and gLOCAL Evaluation Week provided an excellent opportunity to help achieve this vision

During a roundtable discussion organized by the Senegalese Evaluation Association (SenEval), participants agreed to work together to:

- Increase the use of evidence to strengthen policies that protect marginalized groups
- Rapidly implement Senegal's new national evaluation policy, once it is adopted
- Strengthen the evaluation and statistical analysis capacity of the administration to support implementation of the new national evaluation policy
- Clarify M&E roles and responsibilities among Senegal's different agencies
- Develop a new platform to improve the dissemination of evaluation training opportunities and evaluation results.

To support next steps, Sheikh Diop, Vice President of SenEval, said his organization would accelerate the establishment of a thematic group focused on public policy evaluation. "It was a very rewarding meeting with a variety of views and conclusions that we will examine," said Filippo Pompili of the World Food Program.

The roundtable discussion was one of 18 events held in Francophone Africa during gLOCAL Evaluation Week. In total, 11 organizations hosted events and nearly 450 government officials, evaluation practitioners, researchers, and students participated. A cornerstone of CLEAR FA's regional strategy is to strengthen M&E networks to support sustainable change, and gLOCAL Evaluation Week provided an excellent opportunity to help achieve this vision.

# South Asia

“We equip government and other stakeholders with analytic tools so that they can ask the right questions, collect the right evidence, and apply this evidence to seek out the most effective solutions.”

*Shagun Sabarwal,  
Director, CLEAR South Asia*



CLEAR South Asia Team



## CLEAR SA PORTFOLIO OVERVIEW

This year, CLEAR South Asia's work focused on helping policy-makers reach underserved sectors and build effective and accountable institutions at various levels (SDG 16), by building institutional capacity within the government to generate, analyze, and use different types of data for decisions.

In FY19, we reached more than 1,440 participants from Bangladesh, Bhutan, India, Myanmar, Nepal, Pakistan, and Sri Lanka through 34 activities. Most of these activities took place at the Enabling Environment and Organizational levels, reflecting our close work with governments to improve their data and M&E systems, advisory services, and data innovation.

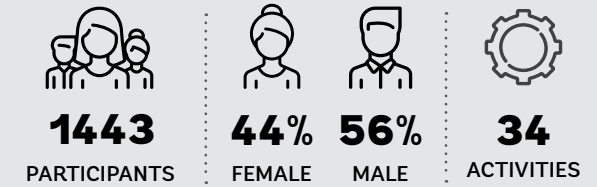
In Bhutan, at the request of the Royal Government, we provided technical assistance to improve the rigor and standardization of their annual performance appraisal process. In India, we continued a long-standing partnership with the Indian Economic

Service, training another cohort of incoming officers to positively influence attitudes toward rigorous impact evaluations and foster champions who will support evidence-based decision-making in their respective departments.

The 2019 gLOCAL Evaluation Week generated strong excitement and was well attended by stakeholders from across the ECD landscape. Several sessions focused on sector-specific M&E issues, such as rural livelihoods, health, education, and government outcome budgeting, suggesting a growing demand for knowledge generation and sharing in these areas.

As exemplified by our new Research for Impact Fellowships, we provided public goods to advance our goal to build an inclusive culture of evaluation. At the same time, we continued to complement this work with fee-based trainings and technical assistance to build our financial sustainability. We continued to have strong support from our host institution.

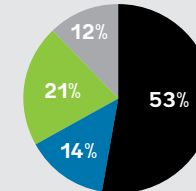
## ACTIVITIES IN NUMBERS



## ACTIVITY LEVEL

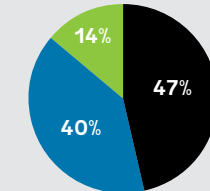


## CLIENTS



- ▶ Government
- ▶ Academia
- ▶ CSOs/NGOs
- ▶ Other

## ACTIVITY TYPE



- ▶ Trainings Courses and Workshops
- ▶ Knowledge Sharing
- ▶ Technical Assistance and Advisory

## CLIENT RATINGS\*



\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 17 activities (n=348)

# SOUTH ASIA ACTIVITY HIGHLIGHTS

## Better Data Analysis to Improve an Educational Research Grant Program

 Expand Capacity to Produce Evidence

 Share Innovations and Know-How on What Works

 Individual Level

In Pakistan, the Higher Education Commission (HEC) works to develop and promote a culture of academic research through a wide range of programs, including three programs that award grants to support higher education and academic research projects.

HEC works with a limited budget and faced additional budget cuts. They wanted to use a data-driven approach to manage grant allocations but lacked the requisite human and system capacities. A second issue was that they had no ability to integrate their data with national data systems, which would provide a more comprehensive view.

We developed a custom system to help HEC clean, visualize, and analyze their data across multiple variables. We also developed an adaptable analysis framework that works across multiple datasets,

including national systems. HEC will be able to generate cross-tabulations, association analysis, and summary statistics to make data-driven decisions. At HEC's request, we used the framework to analyze grant data from 2015-2019 to identify areas of strength and potential areas to improve. HEC is using this analysis to inform their grant policies and allocations.






“**The Research for Impact Fellowship is a great opportunity for Indian doctoral candidates to learn about randomized evaluations and methodical robustness of primary data collection, topics which are still novel in the Indian context.**”

— Ambika Chopra, Tata Institute of Social Sciences

“**The framework and analysis helped us understand the allocation dynamics in detail and to incorporate them in our policy going forward. We are now posing new questions for the CLEAR Team.**”





— Dr. Nadia Tahir, Managing Director, Quality Assurance Agency, Higher Education Commission

## Building the Capacity of Young Evaluators in India

-  Expand Capacity to Produce Evidence
-  Share Innovations and Know-How on What Works
-  Individual Level

Local capacity for high quality and rigorous evaluation in South Asia remains a key area of need. While there are numerous avenues for local researchers to learn about statistics, economics, and secondary research, fewer opportunities exist for emerging researchers to focus on rigorous evaluation methods and primary quantitative data collection skills. In collaboration with J-PAL, our host institution, we developed the Research for Impact Fellowship to address this gap. This year, we welcomed the first cohort of eleven fellows, chosen through a highly competitive process. During the program, fellows will have the opportunity to complete an online course on designing and running randomized evaluations, support an ongoing J-PAL randomized evaluation, and attend an in-person training on measurement and quantitative survey design. The fellowship provide a unique opportunity to learn about randomized evaluations and we look forward to growing this program in the coming years.

## Helping Local Governments Strengthen Evaluation Capacity

-  Expand Capacity to Produce Evidence
-  Encourage Use of M&E Information for Decision-Making
-  Share Innovations and Know-How on What Works
-  Individual Level

The Government of Tamil Nadu, a state in southern India with a population of almost 68 million, operates a 24-hour, toll-free Women’s Helpline to assist women affected by violence. The helpline, which refers women to the appropriate authorities and provides information on relevant support services and programs, received more than 100,000 calls in its first six months of operation.

Initially, operators manually recorded call data in spreadsheets. The Commissionerate of Social Welfare, which operates the helpline, enlisted our support to build a more robust data collection and management system, and thus provide a stronger customer relationship function—in short, to help more people, more swiftly. Working closely with the Commissionerate, as a first step we developed standard formats to record information, and we are now working with our partner to integrate our recommendations on customer relationship management and data use into their system. Our ongoing partnership provides a solid foundation to continue this work in the coming year.

# Latin America and the Caribbean

“Our aim is to make monitoring and evaluation vital components for policy decisions to achieve better results for all.”

*Gabriela Pérez Yarahuan,  
Regional Director, CLEAR Latin America and the Caribbean*



CLEAR Latin America and the Caribbean team

## CLEAR LAC PORTFOLIO OVERVIEW

Over the past eight years, CLEAR LAC has delivered high-level training courses, developed the Diploma in Public Policies and Evaluation program, provided evaluation research services, and supported clients to improve policies and programs in the region.

In FY19, we reached 1,515 participants through 42 activities. We expanded our trainings on qualitative and quantitative methods and designed a new open diploma program, *Policy Planning and Indicator Design*, for newly elected public officials. We also designed and delivered custom courses for the Central American Integration System, the Technological University of Uruguay, and the General Accounting Office of the State of Puebla in Mexico, and other clients. Leveraging our experience organizing the Latin American Evaluation Week, we helped CLEAR's global team scale up and launch gLOCAL Evaluation Week and supported our partners who organized 180 M&E and ECD events in 14 countries, attracting more than 10,000 participants.

Building on our 2015 National Evaluation Systems Outlook findings, we developed a framework to assess M&E capacities at the organizational level and applied it to social policy ministries or agencies in 19 countries. In collaboration with these agencies, we tested this framework to help identify priorities and opportunities to support ECD. This is part of a multi-year process to help governments gain the capabilities needed to achieve their SDG targets.

Looking ahead, we are excited to disseminate the findings of our Regional Institutional Capacities assessments with government agencies and establishing in-country partnerships to support ECD as opportunities arise. We will also host an international seminar on monitoring value chains, where we will present results from our evaluation of the Program for Inclusive Agriculture, and we will continue to lead PRiME, working closely with IFAD and CLEAR's global team.

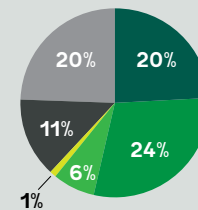
## ACTIVITIES IN NUMBERS









## ACTIVITY LEVEL

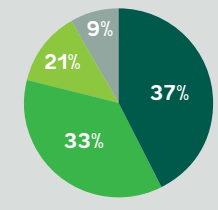






## CLIENTS



-  Government
-  M&E Network
-  Academia
-  CSOs/NGOs
-  Research, Non-Academia
-  Other

## ACTIVITY TYPE



-  Trainings Courses and Workshops
-  Knowledge Sharing
-  Technical Assistance and Advisory
-  Knowledge and Applied

## CLIENT RATINGS\*



\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 12 activities (n=760)



## LATIN AMERICA AND THE CARIBBEAN ACTIVITY HIGHLIGHTS

### Crafting Change through Evaluation: The Path to Greater Market Access for Smallholder Farmers

 Expand Capacity to  
Produce Evidence

 Strengthen M&E Systems  
and Functions

 Encourage Use of M&E Information  
for Decision-Making

 Share Innovations and Know-How  
on What Works

 Organizational  
Level

The Program for Inclusive Agriculture (PIA), a joint initiative supported by Walmart Foundation Mexico and TechnoServe Mexico, aims to transform Mexico's agriculture ecosystem so that smallholder farmers have more opportunities to rise out of poverty. PIA helps farmers organize formal producer groups, increase productivity, and develop business strategies, and it makes the business case to encourage companies to purchase more goods from smallholder farmers. While the program was successful on many fronts, there were unanswered questions about the implementation model, thus requiring strengthening of M&E processes and tools.

We worked with PIA to develop an M&E system to help them track their progress and assess the program's outcomes. One of our initial steps was to better align their interventions with the dimensions they sought to improve, because some key dimensions were not addressed. We then looked at international evidence to learn how other programs had effectively tackled these problems. This exercise helped PIA think of more strategic, evidence-based ways to reach their goals. The program team leveraged technical assistance from CLEAR to update their theory of change, which guides what they need to do, monitor, and evaluate to ensure the program is achieving its objectives.

Through clearer goals, strategies that are aligned to the program's goals, and an M&E component grounded in best practices, PIA now has a sound framework to evaluate its outcomes. We coached program staff during an impact evaluation exercise that found that PIA increased farmer income by nearly 30 percent in two years, with significant additional impacts on productivity and price margins. Over the coming months, these findings will be complemented with a qualitative evaluation to understand how change happened in the field and identify lessons to inform future work and program design.



“CLEAR gave us information about aspects we had not seen before... [and] warned us on what was wrong, which in turn helped us decide what to do next year and how to improve our relationship with our beneficiaries.”

—Daniel Rosas Mendes, Planning and  
Monitoring General Director, PROSPERA



## Collecting Evidence to Strengthen Mexico's Social Programs

 Strengthen M&E Systems and Functions

 Encourage Use of M&E Information for Decision-Making

 Share Innovations and Know-How on What Works

 Organizational Level

The Government of Mexico's PROSPERA program, first implemented in 1997, is the country's largest and most visible social program. It seeks to develop human capital and end intergenerational poverty among Mexico's poorest households by conditioning cash transfers to school attendance and regular health checkups. However, socioeconomic indicators show that, since 1997, the number of households living in poverty has not declined significantly, raising concerns from both the public and politicians about the program's design and implementation.

In 2018, we worked with PROSPERA to improve the program's monitoring system, by developing monitoring instruments and databases and providing data analysis to identify service gaps. The improved monitoring showed that while some processes, particularly cash transfers, performed adequately, there were weaknesses in the delivery of education and health services. The

team used this data (available online)<sup>6</sup> to formulate recommendations designed to improve service delivery.

Although the government has recently transformed PROSPERA from a conditional to an unconditional cash transfer program, the resources and reports that we developed will continue to provide useful evidence to practitioners and policy-makers—not least because CLEAR LAC is working on an exploratory analysis of the new government's cash transfer program for education.

## Using M&E to Improve Small and Medium-Size Enterprise Policy in Central America

 Expand Capacity to Produce Evidence

 Strengthen M&E Systems and Functions

 Encourage Use of M&E Information for Decision-Making

 Share Innovations and Know-How on What Works

 Organizational Level

In Central America, where small and medium-size enterprises (SMEs) employ 90 percent of the region's total workforce, programs and policies that strengthen SMEs are key to improving economic and social outcomes.

The Center for the Promotion of Micro, Small, and Medium-sized Enterprises (CENPROMYPE), a part of the Central American Integration System, enlisted our support to help address weaknesses and opportunities in their member countries' M&E capacities. We worked closely with CENPROMYPE to develop and deliver a four-month M&E training program for 30 public servants to share best practices in SME policy and strengthen M&E skills to gather information and transform it into evidence for decision-making. Based on a tracer survey, nearly 90 percent of participants reported that the capacities and concepts acquired during the training were highly useful for making changes in their current jobs.

When María Victoria Brito opened Arte Helados Gourmet, a small business that sells artisanal ice cream, she benefitted from improved SME policies and programs in the Dominican Republic. Our work with CENPROMYPE has helped member countries to develop SME policies and programs that are guided by evidence on what works in some of the poorest countries and why.

6 See [www.puntocentinela.info](http://www.puntocentinela.info).

# Lusophone Africa and Brazil

“Our work exemplifies our commitment to fostering long-term relationships with government agencies and providing ongoing support to build their institutional capacity and knowledge base for M&E.”

*André Portela,  
Director, CLEAR Lusophone Africa and Brazil*



CLEAR Lusophone Africa and Brazil Team

## CLEAR LAB PORTFOLIO OVERVIEW

In FY19, CLEAR LAB took important steps toward our goal to expand our reach to new markets. In Guinéa-Bissau, we partnered with CLEAR FA and the National School of Public Administration of Guinéa-Bissau to deliver our second training in Lusophone Africa (see p.8). Within Brazil, we made strong progress to establish partnerships in the States of Minas Gerais and Bahia to institutionalize their M&E capacities, based on lessons learned from our partnerships with the federal government and the State of Description Espírito Santo government. We also continued to focus on cultivating and nurturing “M&E aware” public sector entities to strengthen the enabling environment and expand organizational capacity for evidence-based policy-making.

Overall, we reached nearly 465 participants through 12 activities. Half of all activities supported knowledge sharing and nearly 60 percent targeted government officials, reflecting our focus on promoting a culture of M&E in the public sector.

While the Government of Brazil has scaled up their *Better Early Childhood Program*, which provides home visits to socioeconomically disadvantaged families to support the healthy development of children, this program has never been evaluated. To address this gap, we are working with the state government of Rio Grande do Sul to assess program implementation. This year, we held four workshops at the municipal level to share the evaluation methodology and guide the research process, and supported the government to develop a monitoring system to assess program implementation. As a result of this support, the implementation team has rethought several key processes, including strategies to identify vulnerable families and data-collection methods.

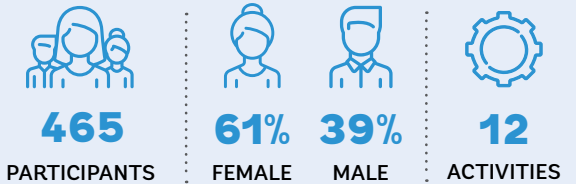
As part of the Latin America Public Opinion Project’s biennial survey, the Latin American Barometer, we collected data to understand how civil society perceives the use of evidence to formulate public policies in Brazil and presented our findings in four seminars attended by policy-makers, opinion leaders, local media, academics, and students. This was the first time this topic had been surveyed. We will continue to research this topic in future surveys to monitor changes in public perception over time.

We hosted a number of knowledge-sharing events including a high-level panel, “How to formulate public policies based on evidence? Experiences in Brazil and abroad.” Presenters included States that had advanced their M&E practices with or without our technical assistance. The event created opportunities for us to build our relationship with States we have not yet engaged, paving the way for future partnerships to foster M&E skills throughout the country.

We also addressed the lack of M&E materials available in Portuguese by working in conjunction with the State government of Espírito Santo to publish a four-volume, customized M&E procedures guide. This guide, which incorporates content developed by CLEAR LAC, covers ex-ante and ex-post methodologies, executive evaluations, monitoring guidelines, and other topics.

Looking ahead, we are working to expand our strategic partnerships with States and foundations to fund large projects, where we can meaningfully engage with clients and partners to build local institutional capacity and M&E know-how.

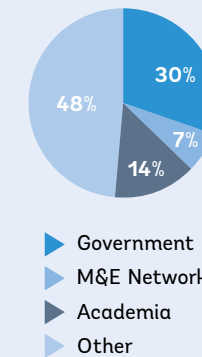
## ACTIVITIES IN NUMBERS



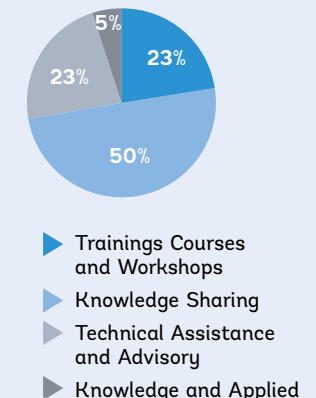
## ACTIVITY LEVEL



## CLIENTS



## ACTIVITY TYPE



## CLIENT RATINGS\*



\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale, based on 2 activities (n=36)

## LUSOPHONE AFRICA AND BRAZIL ACTIVITY HIGHLIGHTS

### Building a Culture of Systematic M&E Helps Sustain a New State-Level M&E System

 Strengthen M&E Systems and Functions

 Encourage Use of M&E Information for Decision-Making

 Organizational/Enabling Environment

Since 2017, we have engaged with the State of Espírito Santo's Instituto Jones dos Santos Neves (IJSN), a foundation linked to the State Secretariat of Economy and Planning, to develop and institutionalize SiMAPP (System for Monitoring and Evaluation of State Public Policies), the first initiative of its kind among Brazil's 26 states. During this engagement, we designed and developed the M&E system and worked to promote a culture of systematic M&E and evidence-based decision-making. By June 2018, there were indications that organizational change had occurred and that the new system was institutionalized (see "Achieving Organizational Change in the State of Description Espírito Santo," CLEAR Annual Report July 2017-2018, p. 40). In FY19, we collaborated with government officials from numerous agencies to complete a handbook to support SiMAPP's ongoing adoption and use.



In October 2018, when a new government was elected, SiMAPP's future became uncertain, as it was not immediately clear if advances in institutionalizing M&E in the state would be sustained following a political transition. However, during the first eight months of the new administration, IJSN held workshops to train other public servants and worked to ensure that M&E practices were not only maintained but were strengthened. The administration's ongoing support

is evidence that working to build a culture of M&E and to change perceptions around the importance of using evidence to inform government policies and programs can contribute to institutionalized and sustainable change.





# East Asia

“We partner with local and regional stakeholders to enhance evaluation awareness and capacity in China and promote South-South knowledge sharing in the region.”

Scott Liu,  
Director, CLEAR East Asia



CLEAR East Asia Team



## CLEAR EA PORTFOLIO OVERVIEW

During FY19, CLEAR EA continued to work with government officials and regional stakeholders to build evaluation skills while strengthening strategic partnerships to promote M&E to increase development effectiveness. Through training programs, knowledge-sharing events, and thematic research, we enhanced M&E awareness and capacity in the region, strengthening evidence-based policy-making and enhancing government accountability and transparency to achieve SDGs.

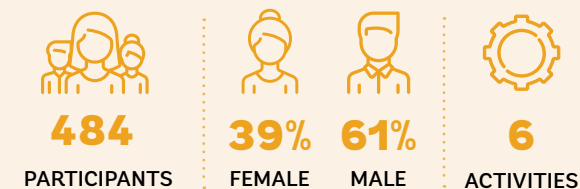
We reached 484 participants, mostly government staff, through six activities. For example, we delivered two versions of the Shanghai International Program for Development Evaluation Training (SHIPDET), reaching nearly 150 participants. The first version, a five-day introductory course, was designed for 80 Chinese project officials and evaluation experts working on development projects funded by international financial institutions, including the Asian Development Bank. The second, more advanced course, was designed for M&E professionals working in 12 countries across Asia and focused on how to conduct thematic and programmatic evaluations.

In September, we co-organized the third annual Asian Evaluation Week and in June we hosted two events during gLOCAL Evaluation Week: a seminar

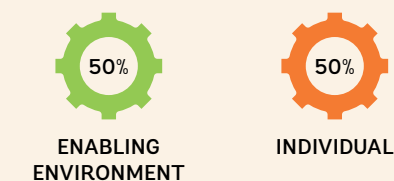
organized in partnership with our host institution, the Asia-Pacific Finance and Development Institute, focused on evaluating performance-based budgeting of government-funded development projects in China; and a one-day workshop organized with the Ministry of Finance and the World Bank's China office to introduce several effective M&E methods. Participants also discussed the importance of M&E for international development, noting in particular its importance for building infrastructure, technology transfer, South-South cooperation, and special economic zones, and they agreed that the M&E knowledge and experience presented would be valuable to government agencies, international organizations, and private sector organizations planning or implementing development projects.

In collaboration with the local government in Shanghai, we also completed two research papers. *Study of the Performance of the Employment Promotion Center of Qingpu District, Shanghai* evaluated the performance of a state-sponsored employment scheme in the city, and included steps to enhance operational efficiencies; the findings that emerged from *Research on Fiscal Expenditure Evaluation in the Public Health Sector of Shanghai* provided the basis for a subsequent policy paper that contained suggestions for improving the allocation of public sector funds.

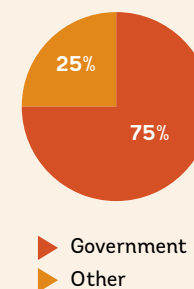
## ACTIVITIES IN NUMBERS



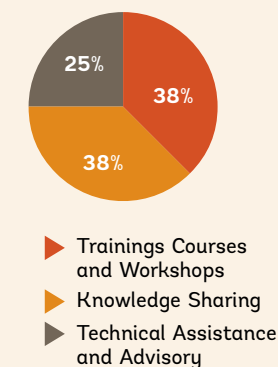
## ACTIVITY LEVEL



## CLIENTS



## ACTIVITY TYPE



## CLIENT RATINGS\*



\* Percentage of clients or participants who rated an activity 4 or 5 on a 5-point scale; based on 2 activities (n=91)

## EAST ASIA ACTIVITY HIGHLIGHT

### 2019 Asian Evaluation Week



Expand Capacity to Produce Evidence



Share Innovations and Know-How on What Works



Enabling Environment/ Individual Level

Now in its third year, Asian Evaluation Week, which is jointly sponsored by CLEAR EA, the Chinese Ministry of Finance, and the Asian Development Bank, has emerged as a leading platform for evaluation practitioners, government officials, and donor organizations to network and share global and regional experiences.

The event continued to attract an impressive number of participants and speakers, including representatives from 32 different international organizations and evaluation societies, while the number of countries represented jumped from 25 to 49. Session topics focused on performance-based management, strengthening national evaluation systems, the application of big data in evaluation, and conducting performance evaluations on public-private partnerships, among other topics.



“Those of us who were fortunate to experience the AEW have decided to initiate and encourage programs that will promote and formalize continuing evaluation of all things necessary to assist in our progress going forward in Federated State Micronesia.”

— Ilhen Joseph, State Auditor, Office of the National Public Auditor, Federated States of Micronesia

“The networking opportunities, topics and knowledge shared were incredibly valuable. We look forward to next year’s event and would love the opportunity to participate more actively and bring some of the DBSA’s experiences and challenges to the discussion.”

— Saphira Surina Patel, Head of Sustainability, Professional Insights, Operations Evaluation Unit, Development Bank of South Africa

## II. Looking Ahead

CLEAR is concluding the implementation of its second phase (2015-2019) and will embark on an ambitious expansion program guided by its Phase 3 Strategy (2020-2025). In the coming year, to support implementation of the Phase 3 Strategy, Centers, donors, and the Global Hub have adopted an action plan that envisages a phased roll-out of harmonized global products, expansion of partnerships to reach underserved markets, and establishment of strategic engagements to support faster development outcomes and achievement of SDG targets. Some key initiatives planned for FY20 include:

**Roll-out harmonized M&E diagnostic and analytical tools.** CLEAR will develop a harmonized analytical tool to better understand the opportunities and context for further developing evaluation capacity, and will pilot this tool in several countries in partnership with local ECD providers to strengthen our understanding of local contexts, demands, and priorities. This activity will guide the provision of our ECD services to maximize the potential for systemic impact.

**Regionalization and partnership building.** To support CLEAR Centers' reach to underserved markets, and promote sustainability of ECD services at the local, national, and regional levels, CLEAR will embark on an ambitious regionalization agenda. In Africa, for example, we plan to help build consensus on ECD opportunities and priorities among key stakeholders and across language groups (i.e., English, French, and Portuguese). We will aim to expand collaboration with existing partners and to forge new partnerships in implementing broader and contextually relevant support in the African continent, including with the International Program for the Development of Evaluation Training (IPDET) and the African Evaluation Association. In Latin America, through the assessment of Regional Institutional Capacities, we will promote better



CLEAR Team at Global Forum in São Paulo, Brazil

knowledge of gaps and partner with local ECD providers and the public sector to encourage capacity strengthening and the use of evidence for policy-making.

**Knowledge production and sharing.** In FY20, we will intensify our efforts to produce knowledge of “what works: in evaluation capacity development.” This will be done to build on the existing body of knowledge on good practices, and to help other M&E-aware institutions and capacity development providers achieve greater impact through their interventions. Peer-to-peer learning and knowledge sharing will also be front-and-center in our agenda. In particular, we will promote the second gLOCAL Evaluation Week and encourage local, regional, and global knowledge stakeholders to take part and share their knowledge and experiences. Finally, we will also remain actively engaged in sharing knowledge and experiences in other local and regional forums and events.



## III. Appendices

## Appendix A. Financial Information

From inception of the trust fund to FY19, the CLEAR Initiative committed and spent \$15.4 million (close to 83 percent) of the original \$18.6 million budget (of which \$18.0 million has been received) projected through FY21. 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 contributed administrative budget and staff time.

All financial data is for FY19 and all dollar amounts are US dollar unless otherwise indicated.

**Table A.1. Contributions to CLEAR by Funding Agency**  
(as of June 30, 2019-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	2,400,000		
The Rockefeller Foundation	2,500,000		
Swedish International Development Cooperation Agency	4,689,949		
Swiss Agency for Development and Cooperation	731,775		
World Bank Africa Region, Institutional Development Fund grant to CLEAR FA		712,865	
<b>Total</b>	<b>17,315,106</b>	<b>712,865</b>	<b>18,027,971</b>



**Table A.2. Summary Funding by Region**  
(includes Center grants and direct funding as of June 30, 2019)

Region	Total
Anglophone Africa Center	5,717,218
Francophone Africa Center (incl. IDF grant)	2,618,581
East Asia Center	609,014
Pacific	68,884
South Asia Center (including Pakistan)	4,014,818
Latin America and the Caribbean Center	1,419,992
Lusophone Africa and Brazil Center	872,914
Multi-region	44,801
<b>Region</b>	<b>Total</b>
<b>Total</b>	<b>15,366,222</b>

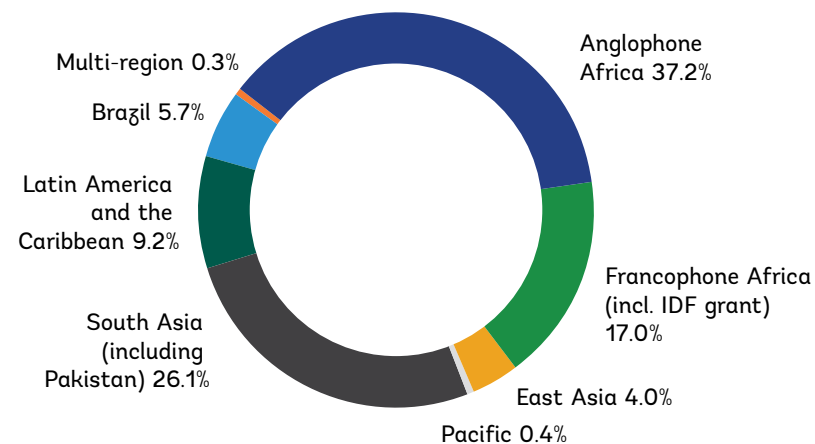


Table A.2 and the pie chart present a higher-level summary of (past) expenses and (future) commitments by region from the inception of the program in 2009/2010 through June 30, 2019. In addition to funds available to each Center in the form of grants paid through the Recipient-Executed Trust Funds of the CLEAR multi-donor trust fund, it also includes expenses paid for each region—such as for firm or individual contracts, expenses related to selecting CLEAR Centers, analytic studies undertaken 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 CLEAR FA from the separate World Bank Group Institutional Development Fund.

Table A.3. Grant Information by Center

	Grant Number	World Bank Project ID	Status	Grant Closure Date	% Orig. Grant Disbursed	Orig. Grant Amount	Current Grant Amount	Cancelled Due to Grant Closure	Open Commit - Active Grants	Actual Total Disbursed
<b>Grants (without CLEAR FA IDF)</b>						12,981,808	12,652,943	328,865	3,928,844	8,724,098
<b>Grants (with CLEAR FA IDF)</b>						13,977,598	13,365,808	611,790	3,928,844	9,436,963
<b>East Asia</b>										
Phase 1	TF012927	P132879	Closed	31-Dec-14	83%	350,000	290,780	59,220	0	290,780
<b>South Asia</b>										
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	95%	950,000	950,000	Active	46,768	903,232
Phase 3—Additional	TF0A7836	P156902	Active	30-Dec-20	0%	600,000	600,000	Active	600,000	0
Pakistan Affiliate Phase 1			Closed	31-Dec-18	100%	100,000	100,000	0	0	100,000
Pakistan Affiliate Phase 2			Active	30-Dec-20	0%	100,000	100,000	Active	100,000	0
<b>Latin American and the Caribbean—Spanish</b>										
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	10%	726,000	726,000	Active	652,090	73,910
<b>Lusophone Africa and Brazil</b>										
Phase 1	TF0A1125	P150738	Closed	30-Dec-20	100%	277,000	277,000	0	0	277,000
Phase 1—Additional	TF072742	P150738	Active	30-Dec-20	0%	500,000	500,000	Active	500,000	0
<b>Anglophone Africa</b>										
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	25%	1,200,000	1,200,000	Active	900,000	300,000
<b>Francophone Africa</b>										
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	15%	1,337,000	1,337,000	Active	1,129,986	207,014
World Bank IDF	TF012160		Closed	10-Nov-15	72%	995,790	712,865	282,925	0	712,865

## Appendix B. Governance and Management

Since 2015, the governance structure of CLEAR has been 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 Task Team Leaders of the Global Hub. 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 CLEAR 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.

### Funding Committee

The Funding Committee comprises funders with an active contribution to the multi-donor trust fund established at the World Bank to finance CLEAR, and a senior manager from IEG. The scope of activities for the committee includes:

**Funding Strategy**—determining the financial size of the Program

**Funding and Accountability**—ensuring adequate funding for operations and Program Accountability and Oversight

**Governance**—reviewing and concurring with Council-proposed changes to the Charter, subject to the terms of the Administration Agreements and World Bank policies and procedures.





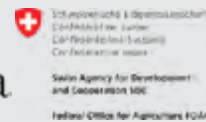


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