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Learn.

Decide.

CLEAR Strategy 2020–2025

© CLEAR Initiative

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KINGDOM OF BELGIUM
Federal Public Service
Foreign Affairs,
Foreign Trade and
Development Cooperation




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CLEAR Strategy 2020–2025

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CLEAR supports good governance, transparency, and accountability of governments and public institutions by fostering a culture of evidence-based decision-making.



We achieve sustainable impact by supporting systemic monitoring and evaluation capacity development, including strengthening the enabling environment, organizations, and individuals at local, national, and regional levels.

Message from the CEO



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

In 2020, the CLEAR Initiative will be celebrating its 10th anniversary. Since the inauguration of this global monitoring and evaluation (M&E) capacity-development initiative, the prestigious academic institutions that host the Centers for Learning on Evaluation and Results (CLEAR) and our donor partners have contributed to making CLEAR a truly unique global network. Together, we have helped foster the collection, measurement, analysis, and subsequent use of increasingly robust evidence to support decision-making and project and program design in developing countries.

As we start the new decade, we will be in sight of 2030, a critical moment to ensure countries achieve the United Nations' Sustainable Development Goals (SDGs). Expressed through our 2020–25 Strategy, it is our objective to help ensure that developing countries have the necessary tools to monitor and evaluate performance of their development programs, use evidence to improve decision-making, can adequately account for results, and learn from evidence to reach the SDG targets.

CLEAR has come a long way since 2010. During 2010–14, CLEAR's program concept was formalized, and the CLEAR Centers were competitively selected and established. During this period, the Centers focused on building internal capacity, integrating into their host universities, and expanding their participation in the nascent regional markets for M&E products and services. During 2015–19, the six Centers generated and shared knowledge on the “how to” and “what works” promoting evaluation capacity development (ECD), transformed into a global network with a strong focus on achieving results, and provided public goods while striving for financial sustainability. Today, the CLEAR Initiative is a truly global M&E capacity development program.

In less than a decade, CLEAR has attained remarkable capability and reach, having served a large number of public and private clients throughout the world with an expansive range of training, technical assistance, and knowledge products. The six regional CLEAR Centers have become influential providers and conveners of ECD services and have consolidated collaborative partnerships with other important actors of the global evaluation ecosystem at the local, regional, and global levels.

Over the next five years, CLEAR will focus on supporting governments, civil society, and the development community to achieve the SDGs, through the strengthening of institutions (SDG 16) and in particular their ability to use evidence to track progress toward the SDG targets and to measure results and thus better understand what works. CLEAR Centers will also continue to innovate and adapt to evolving needs, with the goal of becoming an even stronger reference for excellence in M&E knowledge.

The World Bank's Independent Evaluation Group (IEG) is fully committed to CLEAR's Strategy, and, together with existing and new partners, and the universities hosting the CLEAR Centers, we will increase resources and support to ensure effective implementation of the strategy.

CLEAR at a Glance

The CLEAR Initiative is a collaborative global program founded by academic and bilateral and multilateral institutions to support evaluation capacity strengthening in developing countries. Conceived as an innovative approach to developing the M&E capacities of governments and civil society organizations (CSOs), it is based on South-South collaboration and is backed by prestigious academic institutions recognized for their excellence in the evaluation field.



Global evaluation capacity development initiative launched in 2010



Implemented more than 160 technical assistance projects



Six regional and two affiliate Centers



Organized more than 300 knowledge-sharing events



Presence in eight countries covering five languages



Produced more than 100 knowledge products



Reached nearly 80,000 individuals



Currently delivering products and services in 25 countries



Delivered more than 400 trainings



Launched first gLOCAL Evaluation Week



2010

- **Global Hub**
Independent Evaluation Group
The World Bank Group
Washington, DC
- **Anglophone Africa Center**
University of the Witwatersrand
Johannesburg, South Africa
- **East Asia Center**
Asia-Pacific Finance and Development Institute
Shanghai, China
- **South Asia Center**
J-PAL South Asia at the Institute for Financial Management and Research, New Delhi, India

2012

- **Francophone Africa Center**
Centre Africain d'Études Supérieures en Gestion
Dakar, Senegal
- **Latin America and the Caribbean**
Centro de Investigación y Docencia Económicas
Mexico City, Mexico
- **Pakistan Affiliate Center**
Centre for Economic Research in Pakistan
Lahore, Pakistan

2014

- **Lusophone Africa and Brazil Center**
Fundação Getulio Vargas, Escola de Economia de São Paulo, SP, Brazil

2015

- **West Africa Affiliate Center**
Ghana Institute of Management and Public Administration
Accra, Ghana

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. See Appendix B for a list of CLEAR's original partners.

CLEAR Strategy 2020–25

For 2020–25, CLEAR Centers are launching a more forward-looking regional expansion program with the goal of increasing their ECD support to countries where there is a need and appetite for greater evidence-based decision-making. Supporting countries in achieving the Sustainable Development Goals (SDGs), through enhanced monitoring and evaluation capacities, will be a key element of our strategy going forward.

The CLEAR Centers will continue delivering high-quality support to foster further demand for ECD in developing countries. They will focus greater attention on systemic engagements to ensure intended impacts are achieved and sustained. To do so, they will aim to operate through partnerships with other academic institutions or Voluntary Organizations for Professional Evaluation (VOPEs), and to develop and deliver contextually relevant, harmonized ECD services.

CLEAR Centers will continue developing a portfolio that strikes the right balance between cost-recoverable services and the provision of public goods. Given the network's growth aspirations and continued strong commitment to the delivery of public goods, CLEAR will continue to forge partnerships and attract donors who are keen to contribute to CLEAR's vision and mission, while ensuring financial sustainability where possible.

Our Mission and Vision

By 2025, CLEAR aspires to be recognized as a global brand and partner of choice for ECD and M&E services. Continuing to learn from experience, we will remain a strong contributor to generating frontier M&E knowledge and pushing innovative M&E practices and tools into the next level.



Mission

Improve policy, planning, and implementation through strengthening M&E systems and capacities. We innovate and learn locally and regionally, and share and inspire globally.



Vision

Promote better development outcomes through increased evaluation capacity, learning, and use of evidence.



Supporting the SDGs

CLEAR Centers are committed to help strengthen the capacity of countries to monitor and evaluate development strategies, programs, and projects to help accelerate progress towards the SDGs. In addition, we are committed to promoting the use of the knowledge that evaluation generates to improve decision making and policy design as it relates to National Development Plans and Agenda 2030 priorities.

CLEAR will directly support a critical aspect of SDG 16 (“Strong Institutions”) and already contributes to SDG 17 (“Partnerships for the Goals”), as it is an element of the global partnership that supports the strengthening of the means of implementation.

CLEAR will contribute to SDG 16 by:

- Building government and other stakeholders’ capacity at local, national, and regional levels to measure progress toward the SDGs and to understand what works and what does not
- Supporting the development of evaluation processes, plans, and strategies
- Providing training and technical assistance on M&E system design, implementation, use, and maintenance
- Developing and supporting M&E learning and reporting systems
- Documenting, generating, and sharing information to contribute to adoption of M&E best practices
- Advocating for the use of evidence for better-informed policy decisions and program design
- Promoting good governance through enhanced accountability and transparency in public policy

SUSTAINABLE DEVELOPMENT GOALS





Public Goods Provision

Through most of its work, CLEAR provides public goods to the world. Public goods are typically defined as services provided without profit for the benefit or well-being of the public, such as contributing to the achievement of the SDGs. CLEAR defines public goods based on two principles:

- The engagement has the potential to influence the wider ECD environment (supply and demand), promote a culture of evidence-based decision-making, and generate positive spillovers on the market.
- There is insufficient market provision of the required ECD support, or the recipient of the support does not have ability to pay for it and there is high potential for impact.

CLEAR will continue to deliver public goods to support ECD by:

- Focusing on sector, regions, or institutions with an appetite to use M&E in decision-making but without the ability to pay
- Providing M&E capacity enhancement opportunities to individuals with limited ability to access them but who have a strong potential to influence the ECD environment in their countries
- Fostering holistic engagements that have potential for system-wide impact
- Promoting higher capacity and quality standards
- Convening stakeholders and providing ECD thought-leadership to stimulate demand for evaluations
- Convening communities of practice and initiating new networks that promote peer-learning
- Generating knowledge and peer-to-peer experience exchange globally, regionally, and locally
- Producing research and innovation in M&E that can contribute to strengthening local capacity.

CLEAR is a public goods provider focused on priority clients and beneficiaries, many with low capacity and limited ability to pay, but with strong potential to influence the M&E landscape.





The CLEAR Way

CLEAR's 2020–25 Strategy will be guided by *The CLEAR Way*, a carefully conceptualized approach that leverages global knowledge, regional experiences, and familiarity with the local context to guide CLEAR's interventions. Through both harmonized and tailored products and services, we aim to build systemic and sustainable in-country M&E capacities, foster M&E knowledge production and sharing, enhance M&E awareness, establish partnerships, and promote the use of evidence among key stakeholders to support better policy-making. By bridging gaps in both M&E capacity and uptake, we contribute to good governance by providing a measurable and robust basis for enhanced accountability and transparency.

During 2020–25, CLEAR will revamp efforts to contribute to countries' capacities to monitor and evaluate their achievement of SDG targets; continue building evaluation skills and capabilities within institutions and supporting development effectiveness, tailoring

support to clients' context-specific needs; and scale-up M&E products and services that can be harmonized and offered globally. We will expand our support by promoting replication of high-quality M&E capacity development services locally and regionally, forging new links and partnerships to expand our reach and contributions to ECD efforts.

CLEAR has a unique way of building capacity through in-country support in collaboration with local partners, including government, academic and research institutions, and civil society organizations. We prioritize engagements where multifaceted support is provided to achieve systemic and sustainable impact. We work with civil society to help generate awareness and demand for higher-capacity M&E services, and we partner with local academic institutions and VOPEs to share experiences and enhance our collective capacity to provide ECD support. CLEAR's Theory of Change highlights our approach to ECD which leverages these partnerships to achieve sustainable outcomes.



CLEAR Provides Support at Three Levels:

Enabling Environment, where support 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

At the Enabling Environment, Organizational, and Individual levels, CLEAR targets various institutions (executive branches of governments, parliaments, CSOs, academia), audiences (evaluators, users and commissioners of evaluation, researchers, policy-makers, and managers of evaluation) and levels (executive, managerial, technical, and professional).

Encapsulated in *The CLEAR Way*, this proven approach—a combination of capacity-development activities and training with the provision of technical advisory services, peer-to-peer mentoring, knowledge production and sharing, and evidence generation—will be scaled up going forward.

We amplify success through engagements that contribute to achieving system-wide impact.

Deepening and Developing the Supply and Use of M&E Globally

CLEAR will continue to pursue a systematic approach to create or deepen M&E capacity around the world, and support the M&E agenda globally, regionally, and locally. The CLEAR Centers will continue to work together, learn from each other, and develop relevant, high-quality, and innovative services for clients and other in-country ECD providers. Our network will contribute to deepening and developing M&E globally by

- Supporting supply-side development by building the capacity of local ECD providers at the individual and organizational levels
- Incentivizing demand for M&E services by continuing to work with governments and CSOs
- Promoting systemic impact by encouraging multifaceted and deeper engagements
- Stimulating the use of evaluations by enhancing the quality and credibility of M&E data
- Pushing the knowledge frontier through cutting-edge research and evaluations
- Strengthening M&E networks by connecting M&E players globally, regionally, and locally.



CLEAR's Theory of Change

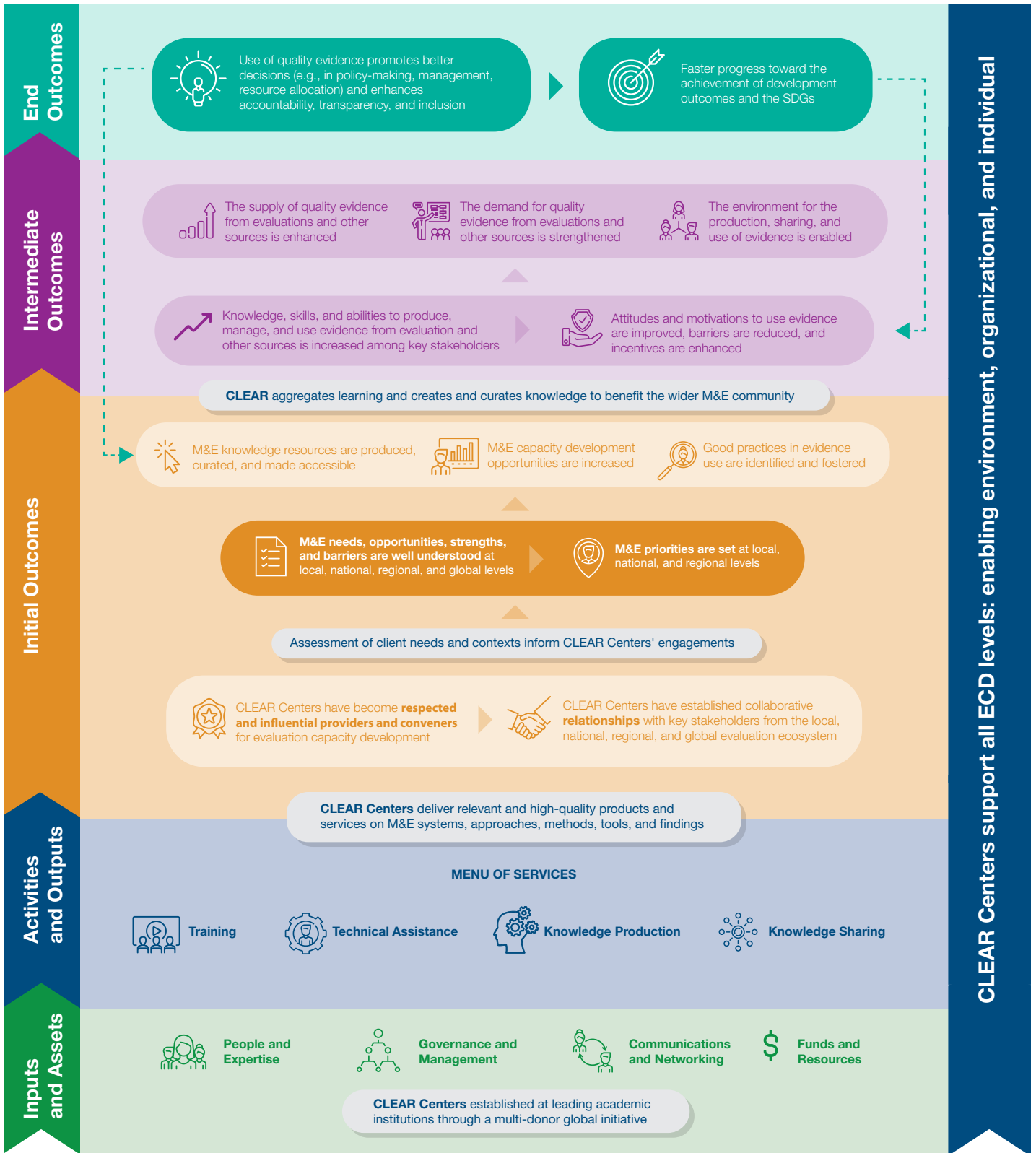
CLEAR's Theory of Change integrates a complex set of inputs into local, regional, and global outputs and outcomes that generate evidence, build M&E capacity and systems, and foster demand for ECD services, so that evidenced-based development policies and programs can deliver greater impact.

It articulates our commitment to partnering with a range of stakeholders who can help ensure that our engagements are effective and our results sustainable. It underscores

our value proposition: that it is critical to influence not only the supply of high-quality M&E services, but also its demand, through awareness raising, knowledge sharing, and advocacy.

At the heart of our work are operational practices and mechanisms that are informed by evidence of what works to achieve success in strengthening M&E capacity, and thus advance countries' development initiatives.





CLEAR Centers support all ECD levels: enabling environment, organizational, and individual



CLEAR's Products and Services

CLEAR's Menu of Services includes an integrated mix of training, technical assistance, knowledge-production, and knowledge-sharing activities. For each of these services, CLEAR Centers are committed to delivering high-quality support that is contextually relevant for clients and partners.

Our work is guided by in-depth understanding of clients' needs and of the local context, and by internationally benchmarked knowledge of approaches to M&E capacity development. We leverage learning from across our regions of coverage to conceptualize and contextualize interventions and achieve sustainable results.

The CLEAR Centers learn, innovate, and continuously adapt their product and service offerings to meet evolving needs (Appendix C provides examples of CLEAR's innovations). CLEAR Centers also engage in advocacy and promotion, convening, mentoring and coaching, leadership development, and supporting young evaluators through competitions and awards.

Menu of Services



Training

Standard Courses
Custom Courses
Training-of-Trainers
Workshops
E-learning Courses
Scholarships,
Fellowships,
Mentoring



Technical Assistance

Situational Analysis/
Diagnostics
Evaluations
Development of
M&E Policies,
Plans, Systems,
Toolkits, and
Processes
Other Specialized
Advisory Services



Knowledge Production

Applied Research
Diagnostic
Research
Policy Notes, Case
Studies, and Other
Publications



Knowledge Sharing

gLOCAL Evaluation
Week
Seminars, Panels,
Roundtables
Webinars
South-South
Knowledge
Exchange
Online Knowledge
Platforms
Advocacy and
Promotion



Training

CLEAR has developed a range of standard and customized M&E courses for various audiences, including government officials, parliamentarians, CSO staff, and development professionals. Some of these training programs are broad in scope, while others are focused with customized modules. Some trainings are examination-based and lead to a certificate while others are aspects of broader degree or diploma programs. While face-to-face learning services predominate, CLEAR Centers also provide e-learning courses and will expand such offerings going forward.

Most of these trainings are fee-based, but the Centers offer scholarships, as well as fellowships and mentoring to individuals with limited ability to pay, as part of our commitment to offering public goods. CLEAR also partners with other ECD providers, particularly universities, to share knowledge and advisory support in curriculum design, with the goal of



enhancing the quality, depth, and breadth of in-country ECD offerings. Going forward, we plan to collaborate with the International Program for Development Evaluation and Training to deliver this global program in our regions of coverage.

In our trainings, we foster the systematic use of various M&E methods, approaches, and tools to ensure trainees acquire the necessary capacity to conduct quality M&E activities within the context of their local environment.

OUR IMPACT

X PROBLEM:

Limited know-how in performance-based budgeting

Insufficient local capacity to conduct impact evaluations

✓ SOLUTION:

CLEAR FA revised training courses to include performance-based budgeting

CLEAR SA and J-PAL launched the Research for Impact Fellowship program

↑ IMPACT:

Trained government officials have the knowledge needed to allocate resources based on program performance

Growing cohort of local researchers understands how to conduct impact evaluations

“...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

“The 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

OUR WORK: Training

Anglophone Africa (AA). CLEAR AA's flagship course, *Development Evaluation Training Programme in Africa* (DETPA), has foundational and advanced tracks that run in parallel for two weeks. The program fills a gap for those not ready to invest the time or resources in an academic qualification, yet who are interested in gaining a more solid foundation in M&E than is currently available in courses of shorter duration. Every participant who completes all modules in either of the two tracks receives a University of the Witwatersrand-Accredited Certificate, which is highly regarded across the continent. The course is seen as playing an important role in building the capacity of public policy, planning, and M&E officials in government, many of whom are tasked with establishing or strengthening national M&E systems or are in positions of influence in terms of policy, planning, and evaluation. In 2017, the program was launched in Ghana at GIMPA, our West African Affiliate Center, and continues to run annually at the DETPA-Harmattan School. In 2019, DETPA was delivered to 36 officials from Benin, Botswana, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Lesotho, Madagascar, Malawi, Niger, Nigeria, Republic of Congo, South Africa, Uganda, Zambia, and Zimbabwe.

Lusophone Africa and Brazil (LAB). CLEAR LAB's ForMA program, a comprehensive 138-hour-long M&E program composed of eight modules, combines theory and practice, often with examples customized to the context of trainees. ForMA was designed to fill the existing gap of M&E courses and materials in Brazil and the Lusophone community of countries. The customized version of the program has been offered to government officials in the states of Espírito Santo and São Paulo. A structured program on Advanced Quantitative Evaluation, composed of seven different modules totaling 112 hours is also offered on demand. In addition, CLEAR LAB has offered several shorter courses and is developing a two-year Masters in Economics with a focus on Policy Evaluation in partnership with FGV's São Paulo School of Economics.

Latin America and the Caribbean (LAC). Since its inception in 2012, CLEAR LAC has offered its Diploma Program on Public Policy and Evaluation (DPPE). The program targets public officials who wish to fill existing gaps in their M&E skills given increasing public sector evaluation requirements. DPPE consists of 30 sessions (100 hours of instruction and practical exercises) that span four months, with twice weekly sessions. To date, the program has been offered 11 times, reaching 453 public sector officials. The program includes an assessment framework that gives participants the opportunity to obtain an official Certificate issued by CLEAR LAC's host institution—

Centro de Investigación y Docencia Económicas. This open enrollment program, with a growing reputation, is increasingly sought by civil society and private sector representatives. CLEAR LAC also offers shorter courses on specific evaluation methods (impact evaluation, qualitative evaluation, indicators, and planning), which have been delivered to more than 400 participants from 11 countries across Spanish-speaking Latin America.

South Asia (SA). To influence M&E systems, CLEAR SA targets high-potential-impact government staff at the national and subnational levels. At the national level, the Center delivers trainings to officers from the Indian Administrative Services (IAS) and Indian Economic Services—top-level civil servants who have decision-making authority to commission and use evaluations. The five-day training includes a fieldwork component to enable trainees to practice the knowledge acquired in lectures. To respond to increasing demand, the Center also provides a 1.5-day training for incoming IAS officers. At the subnational level, the Center provides capacity-building programs in the State of Tamil Nadu to staff of the Department of Evaluation and Applied Research, who are trained on technical and operational aspects of conducting evaluations, and who also participate in a two-day customized training on Measurement and Survey Design.





Technical Assistance

CLEAR Centers provide a wide range of technical assistance (TA) designed to institutionalize M&E practices; stimulate demand for evidence; and foster evidence-based decision-making. This may include situational analysis and diagnostics, development of M&E policies, plans, systems, and processes, engagement in evaluations (and therefore learning by doing), or specialized advisory services.

CLEAR's TA supports governments and institutions to enhance their effectiveness, accountability, and transparency, and make better-informed policy decisions, by strengthening the ability of clients and partners to monitor, learn from, and report on results.



OUR IMPACT

✘ PROBLEM:

Tamil Nadu's Department of Evaluation and Applied Research required additional M&E knowledge and skills to better fulfill their responsibilities

✓ SOLUTION:

CLEAR SA delivered 14 workshops, 140 hours of technical assistance and developed new resources

↑ IMPACT:

Improved ability of department staff to collect data, assess data quality, present evaluation findings, and generate high-quality evidence

“The methodology we use to conduct studies and the quality of our reports have improved since the engagement began ... 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.”

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

OUR WORK: Technical Assistance

Anglophone Africa (AA). CLEAR AA has engaged parliamentarians in Benin, Kenya, Rwanda, Tanzania, and South Africa to strengthen legislative oversight in their countries and regions. This work builds the M&E capacity of parliaments and lays the foundation to expand ECD programs into other national parliaments in the region. To support this initiative, the Center produced scoping reports on parliamentary M&E capacity and delivered peer-learning and training workshops for parliamentarians and parliamentary support staff. Ultimately, this TA aims to support more effective institutional arrangements and encourages public accountability through systematic checks and balances by legislative bodies.

Lusophone Africa and Brazil (LAB). CLEAR LAB supported the State of Espírito Santo in Brazil in designing, developing, and institutionalizing its M&E system, following best practices from other countries in the region. The Center also supported the development of guidelines for public policy evaluation, which became publications that are used to guide M&E activities in all areas of government, using as examples existing policies from the State. After the improved M&E system was launched, CLEAR LAB delivered its ForMA M&E training program to build capacity of public officials from different government sectors. Participants worked on evaluation designs of existing public policies with technical assistance from CLEAR LAB; several of these evaluation designs materialized into actual evaluation plans currently

under implementation. The officials trained later acted as multipliers, replicating CLEAR LAB's training throughout the government, strengthening the M&E awareness and culture, which was important to secure the system's sustainability. The development of an M&E system at the subnational level is at the core of CLEAR LAB's technical assistance strategy, and additional states are working with the Center to design and implement enhanced and institutionalized M&E functions.

East Asia (EA). In China, the Center has delivered rigorous support to evaluations performed by subnational governments in China, such as Shanghai Local Government and Sichuan Province. 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. In collaboration with officials from this department and local consultants based in Sichuan, CLEAR EA conducted a study of this model to assess its methods, applications, targets, and guidance; identify strengths and weaknesses; and propose recommendations for improvement. These recommendations included 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. As a result, the Sichuan Provincial 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.

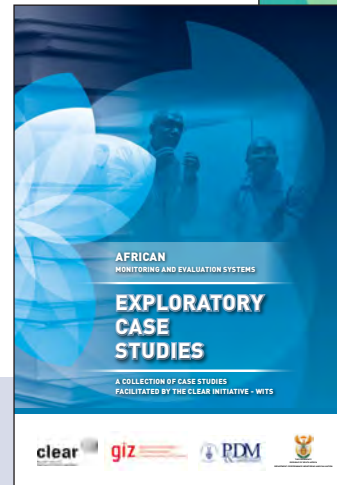
Francophone Africa (FA). The Center has been providing important capacity-building support to West African Economic and Monetary Union member countries as they agreed to pass national legislation to implement performance-based budgeting reforms. As a result, new tools were introduced to improve monitoring and evaluation of government performance, and training was provided to officials so that they could properly use the new tools.

South Asia (SA). Since early 2014, CLEAR SA has provided TA to the Government of Tamil Nadu to strengthen the state's evaluation and monitoring systems. Through initial conversations and needs assessments, the Center identified key areas for improvement, devised a comprehensive approach to ECD, which included hands-on technical advice, and delivered a series of tailored workshops. More than 140 hours of technical advice was provided, and as a result, the government increased its capacity to conduct and use higher-quality evaluations. This work included workshops on best practices in evaluation (May 2014), survey design (October 2014), piloting surveys (March 2015), data quality (May 2015), and evaluation guidelines (May 2016), as well as a conference on the use of evaluations in policy-making (July 2015).



Knowledge Production

CLEAR Centers conduct applied research and create M&E knowledge to help fill important evidence gaps at the local, national, and regional levels. We curate contextually relevant M&E knowledge to benefit clients and the wider M&E communities of practice. In turn, this knowledge facilitates innovation, critical thinking, and evidence generation that ultimately strengthens evidence-based action, promotes a results-oriented culture, and supports development effectiveness.



OUR IMPACT

X PROBLEM:

Insufficient knowledge of status of M&E capacity in Latin America

✓ SOLUTION:

CLEAR LAC conducted a study and published *Outlook on National M&E Systems in Latin America*

↑ IMPACT:

Stakeholders have better understanding of M&E gaps in the region

“We received good feedback from stakeholders on this output and over 400 copies have been sold.”

—Gabriela Perez Yarahuan, Director, CLEAR LAC



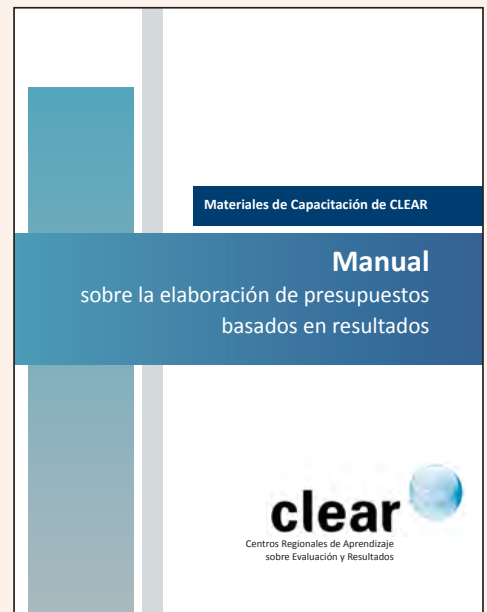
OUR WORK: Knowledge Production

Anglophone Africa (AA). CLEAR AA has translated applied research emerging from its programmatic work and produced a series of knowledge products focusing on the “what works” and “how to” of M&E capacity development in Africa. The Center published six peer-reviewed research articles in the “Methods” special issue of the *African Evaluation Journal*. The Center also published, *African Evaluation Landscapes*, examining 2005–15 trends in the commissioning, production, and use of evaluations across 12 African countries.

Lusophone Africa and Brazil (LAB). To address the lack of evidence repositories in Portuguese, the Center published a series of policy briefs on “what works” in sectoral public policies in partnership with the LAPP (Public Policy Lab) platform. The purpose of this series was to translate evidence from academic papers in economics into policy briefs for policy-makers. CLEAR LAB has also produced a series of applied research papers, such as an experimental impact evaluation of the Student Training Scholarship Program, a large federal program implemented to build human capital and improve participants’ labor market outcomes—which, despite its relevance and cost, had lacked robust evidence to justify its activities.

Latin America and the Caribbean (LAC). To help close the M&E knowledge gap in Spanish-speaking countries, CLEAR LAC produces, publishes, and disseminates M&E research and knowledge products. Spanish-language content is accessible on the Center’s website, where most publications can be accessed free of charge. These outputs include manuals on performance-based budgeting, evaluation with a gender focus, M&E at the subnational level, public policy evaluation in Latin America, and other contextualized knowledge about building evaluation capacity. In 2015, for example, CLEAR LAC coordinated a study on National Evaluation Systems in Latin America, composed of case studies by country experts, that is now a known reference for researchers and M&E-aware stakeholders across the region. The Center also published *Outlook on National M&E Systems in Latin America*, which provides a snapshot of advances and challenges in M&E systems of 10 countries. *Outlook* proposes four dimensions for further evaluation and study: (i) recognition of the role of M&E in the public sphere; (ii) planning of evaluations; (iii) M&E methodologies; and (iv) the use of evidence. This publication is currently being translated into English to reach a wider audience.

South Asia (SA). CLEAR SA has produced several knowledge products, including (i) a resource guide on Mobile-based Technology for Monitoring and Evaluation; (ii) a knowledge product on conducting Cost Effective Analysis, which explains the cost-effectiveness analysis method as an evaluation tool and provides practical steps to conducting it; (iii) an Impact Evaluation Toolkit which offers a comprehensive framework for formulating an impact evaluation strategy; and (iv) a guide on ways to make training more interactive through collaborative learning.





Knowledge Sharing

Sharing global and local M&E knowledge and experiences is essential to strengthen local M&E capacity, foster accountability for results, promote evidence-based decision-making, and learn from results. These goals are central to CLEAR’s mission. CLEAR draws on its research, learnings, and experience to deliver presentations and organize knowledge-sharing events (e.g., roundtables or policy debates) to create awareness and build skills among practitioners and policy-makers. Making M&E knowledge available to fill important information gaps is a key component of our public goods agenda. In this respect, CLEAR disseminates the knowledge produced by the Centers, curates knowledge produced by others, and presents it to audiences in local languages. In addition, CLEAR convenes and facilitates networking sessions for M&E professionals to promote peer-learning and knowledge-exchange across regions regarding ‘how to’ and ‘what works’ in developing M&E capacity.



OUR IMPACT

✘ PROBLEM:

Limited access to global/regional knowledge-sharing platforms

✔ SOLUTION:

CLEAR partnered with local, national, regional, and global partners to launch gLOCAL Evaluation Week

↑ IMPACT:

In its first edition, an estimated 22,000 people attended M&E knowledge sharing and networking events in 38 countries

“I found the session very enriching. It was a great discussion of an RCT in action. I particularly benefited from learning about the team’s research and their experience.”

—Parul Bajaj, Program Manager, Tata Trusts

“I learned new concepts about monitoring and evaluation issues. I support this initiative and hope that it will be offered again.”

—Student, University of Abomey-Calavi, Benin

OUR WORK: Knowledge Sharing

Global. In 2015, CLEAR LAC launched the Latin American Evaluation Week. Its decentralized model has successfully engaged stakeholders across the region. In 2019, this initiative was scaled up and the inaugural gLOCAL Evaluation Week took flight with great success. With the support of organizations from around the world who hosted events and sessions, M&E knowledge was shared with an estimated 22,000 individuals. From Benin to Bolivia, Cambodia to Colombia, Rwanda to Russia, more than 270 sessions were organized in 38 countries across five continents and in five languages. Nearly 20 percent of events were held online. Events were categorized into five tracks (gLOCAL Evaluation, Evaluation Communication and Use, Evaluation Capacity Development, Evaluation Methods, Other), with 60 percent of all sessions falling into Evaluation Capacity Development or

Evaluation Communication and Use. Sessions in these tracks focused on topics such as public policies, social development, and sharing challenges and experiences. There were also regional patterns: in Central America, sessions focused more on evaluation techniques; in South Asia, sessions focused more on sector-specific evaluations, including health, rural development, and natural resources. Collectively, these events ignited new conversations and facilitated networking opportunities for policy-makers, practitioners, researchers, students, and private sector actors. Overall, government officials were the most well-represented group—nearly 50 percent of all participants. Students, academics, and evaluation practitioners were also well represented. Globally, more than 600 private sector participants attended gLOCAL events.

East Asia (EA). Recognizing the importance of establishing a platform for M&E knowledge sharing and capacity building within and outside China, CLEAR EA has partnered with China's Ministry of Finance, the Asian Development Bank, and the World Bank Group to organize the annual Asian Evaluation Week (AEW). In 2019, in its fourth edition, AEW convened over 260 participants from government, public research institutes, academia, and CSOs to share knowledge and experiences on 'Quality Evaluation for Better Results: Local, National, and Regional Perspectives.' CLEAR Centers presented learnings from building national and subnational evaluation systems in Brazil, China, Ghana, Niger, Senegal, South Africa, Uganda, and Zambia. CLEAR LAC also shared an overview of progress and challenges in evaluation awareness, communication, and use in Latin America.

South Asia (SA). CLEAR SA has organized several M&E roundtables on fundamental topics of monitoring and evaluation for representatives from government, civil society, implementing organizations, and donors. These events were recorded and shared online. Roundtable topics have included Theory of Change, Best Practices in Data Collection, Evaluation Methods, Scaling-up Social Programs; and Understanding and Measuring Women's Empowerment.

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GENDER RESPONSIVENESS IN EVALUATION SYSTEMS



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Regionalization

To realize our aspirations to become a reference for M&E capacity development globally and to improve country systems for M&E at scale, CLEAR will launch an ambitious regional expansion agenda. This process will continue to be guided by CLEAR Centers' experiences, high-quality standards, and knowledge of local contexts. Importantly, CLEAR will support development of evidence- and results-based systems by delivering multi-pronged operational support at the policy, planning, and implementation levels. This will be accomplished through partnerships with other M&E capacity-development providers that are committed to advancing the use of evidence in their respective regions or countries. (Appendix C provides examples of CLEAR's regionalization efforts and footprint.)

Regionalization will be central to CLEAR during the implementation of our 2020–25 Strategy. We view 'regionalization' as involving not just working in countries beyond those where the CLEAR Centers are located, but also working across our respective regions and sub-regions through partnerships with local and regional counterparts. Regionalization will be a driver of change supporting evaluation capacity development, knowledge solutions, and partnerships.

Our criteria for selecting priority countries within each region are:

- Degree of development of M&E systems and communities of practice
- Priority client/beneficiary needs
- Acceptance of evaluation thinking
- Strength of in-country partners
- Potential demand
- Political and institutional stability
- Potential for impact
- Quality of the ECD environment
- Potential for effective implementation
- Partnership and fundraising opportunities.



OUR WORK: Regionalization

Francophone Africa (FA). In collaboration with the African Evaluation Association, Francophone Evaluation Network, UNICEF, and UNWomen, CLEAR FA has launched a multi-year capacity development initiative to support low-capacity VOPEs that have the potential for high impact. In October 2015, nine French-speaking VOPEs from eight countries were selected to participate in the initiative. Each VOPE was asked to conduct a self-diagnostic study as input to program design and delivery. The diagnostics included a brief history of the VOPE, a SWOT (strengths, weaknesses, opportunities, and threats)-style analysis, and a mapping of its existing stakeholders.

After analyzing these diagnostics, CLEAR FA found that their most pressing needs were (i) maintaining consistent leadership and increasing their membership; (ii) identifying and mobilizing strategic partners to support their advocacy efforts; and (iii) closing capacity gaps related to fundraising and financial management, administration, and communications.

Accordingly, CLEAR FA and its partners designed an integrated program consisting of a three-stage customized training, knowledge-sharing activities, roundtables, bursaries, and mentoring. With the help of CLEAR FA, each VOPE developed a three-year action plan for transitioning from an opportunistic approach to a more deliberate, strategic approach for high impact. These plans are

reviewed periodically to measure progress made, and to enable adjustments and tailoring to the support provided.

Latin America and the Caribbean (LAC). Through the implementation of the Latin America Evaluation Week (now gLOCAL Evaluation Week), CLEAR LAC gained exposure to several national M&E institutions and stakeholders across the region, from governments to development agencies, and from CSOs to private sector representatives. The Center has leveraged the relationship with these stakeholders to raise awareness about the role of M&E and promote the use of evidence. Beyond that, starting in 2019, CLEAR LAC has worked on establishing collaboration agreements and memoranda of understanding with universities and thinktanks in Argentina, El Salvador, Peru, and Uruguay. CLEAR LAC's goal is to deliver broader support and promote systemic change in places where ECD and the use of evidence have been limited to date but that have strong potential to grow.

South Asia (SA). Since 2016, CLEAR South Asia has been working with the Royal Government of Bhutan's Government Performance Management Division (GPMD) to support their learning and application of monitoring and evaluation techniques. GPMD was established in 2015 with the mandate to conduct an Annual Performance Appraisal (APA). The APA reviews the work of different ministries, departments, and districts by conducting a desk review to measure a set of pre-selected indicators to assess performance.

When starting the APA process in 2016, GPMD faced challenges regarding the rigor and standardization of the process. GPMD approached CLEAR South Asia to learn more about impact evaluation and data collection and subsequently apply these principles to their APA process.

To date, the Center has collaborated with 75 government officials working on the APA exercise, and has provided customized support in 2016 and 2017, including lectures, application of case studies, and advisory service sessions to build participants' knowledge and skills in identifying key indicators and measurement options for the APA. Throughout these engagements, the Royal Government of Bhutan has actively applied lessons learned to their work, thus enabling CLEAR South Asia to influence government processes regarding evaluation in Bhutan.



Partnerships

Partnering for Success

CLEAR facilitates the integration of context-specific knowledge, experience, and on-the-ground implementation with global standards by developing a rich network of regional and international partnerships. Partnering with local capacity providers is a model, tested in different regions, that enables deeper and more sustained engagement with clients and offers an opportunity to enhance both the strength of in-country providers and promote demand-driven M&E capacity-building services.

Partnerships will be a key approach for CLEAR to achieve regionalization and expand our reach. While each CLEAR Center will implement regionalization strategies that are tailored to the needs of their respective environments, a common approach will be to engage M&E providers as collaborators. Different partnership models will be developed with the support of the Global Hub, which will provide technical support and identify financial resources required to enable the establishment and consolidation of these partnerships.

CLEAR will:

- Promote the offering of high-quality M&E capacity development services locally and regionally by forging regional partnerships with universities or institutes in-country that are well positioned to offer CLEAR's products and services in partnership with CLEAR
- Partner with important ECD actors, including in-country Voluntary Organizations for Professional Evaluation (VOPEs), National Evaluation Associations, regional evaluation bodies, and UN agencies to expand the scope of our efforts.

Reaching Underserved

Sectors: Geographic Locations, and Clients

We will leverage partnerships to support interventions in/with sectors, markets, and clients who most strongly contribute to CLEAR's vision and mission, can help generate a public good, and who can support sustainability both from impact potential and financial standpoints. CLEAR will prioritize:

- **Underserved sectors** that have the greatest impact on societies and populations, such as health, education, and agriculture
- **Underserved geographic locations** where the use of evidence is limited because of the lack of an enabling environment, weak capacity of institutions, and a dearth of ECD providers
- **Underserved clients** who have low capacity and ability to pay for ECD services, but who may have strong in-country potential to influence either the supply or demand for quality M&E services.

Delivering Global Programs with a gLOCAL Mindset

CLEAR will scale up global programs that anchor its global reach, enhance its brand recognition, and contribute to the global M&E agenda. CLEAR will expand high-quality global harmonized programs and respond to needs across regions, such as the Program in Rural M&E (PRIME). We will also scale up programs such as gLOCAL Evaluation Week, a platform for evaluation knowledge-sharing and networking events, where global knowledge shapes local evaluation practices and local experiences influence global evaluation thinking.

OUR WORK: Partnerships

Global. PRiME is a global training and certification scheme in monitoring and evaluation with a focus on rural development, conducted with and jointly developed by the International Fund for Rural Development (IFAD) and CLEAR. Its main objective is to offer high-quality global and sustainable training and certification programs in M&E and impact assessment in rural development. To date, participants from more than 80 countries have been certified. PRiME offers two training programs: Fundamentals of M&E and Impact Evaluation. In the future, PRiME will extend its curricula to offer other advanced courses. Initially, the program was directed exclusively to government officials from 145 IFAD-funded projects. However, since late 2018 the courses have been open to the wider M&E community. The Fundamentals of M&E certification program intends to provide participants with the necessary knowledge and tools to integrate M&E basics in their projects' planning and design. To date, 164 participants have taken the Fundamentals of M&E courses, and 27 participants



The poster features a smiling woman in a conical hat and a blue jacket, holding a basket of green leafy vegetables in a rural field. The text on the poster includes the PRiME logo (Program in Rural M&E), the title 'FORMATION SUR L'ÉVALUATION D'IMPACT', the location and dates 'Dakar, Sénégal • 25-29 novembre 2019', and logos for the Independent Office of Evaluation, IFAD (Investing in rural people), and CLEAR (Center for Learning on Evaluation and Results). At the bottom, it provides contact information: 'Pour plus d'informations, n'hésitez pas à visiter notre site web www.primetraining.global ou écrivez à ifad-clear@cide.edu'.

have enrolled in the Impact Evaluation course. The majority of participants work in the public sector, CSOs, or international organizations. Currently, PRiME is led by CLEAR LAC but it will move toward a decentralized model and

deeper collaboration with other CLEAR Centers. The first of its kind, PRiME has enabled its participants to commission and/or conduct evaluations and promote the use of evidence for policy-making in the rural sector.



Financial Sustainability

Centers will continue to strive for financial sustainability, by

- Being an ECD provider that innovates and adapts to evolving needs to generate demand for CLEAR's cutting-edge ECD products and services
- Delivering products and services on a fee-for services basis (these profit-making products and services will complement donor support to enable the continued provision of public goods)
- Seeking efficiency gains and delivering value for money to donors and partners
- Establishing strong partnerships and collaboration with local academic institutions, CSOs, and VOPEs
- Continually improving operational procedures to ensure efficiency
- Maintaining a portfolio of clients who are strongly committed to M&E.

In pursuit of these desired outcomes, CLEAR Centers will maintain a balanced portfolio of subsidized public good services to high-impact clients and of fee-based services. CLEAR Centers will determine the ratio between public goods and priced goods, with a strong focus on financial sustainability so as to provide a sustainable path to achieving its public goods-oriented mission.

Appendix A.


The Origins of the

CLEAR Initiative

International discussions leading to the agreement on the United Nations, Millennium Development Goals in 2000, and subsequent agreements on aid effectiveness (in particular the 2005 Paris Declaration, the 2008 Accra Agenda for Action, and the 2011 Busan Partnership for Effective Development), constituted a new call to action by the global development community—a call to ramp up the impact of finite resources to address the challenges of poverty and of equitable development.

The operational hinge of the new approach to supporting better development outcomes was to strengthen the measurement of results in key development areas, foster mutual accountability for results by both donors and developing country governments, and promote evidence-informed decision-making to enhance development impact. To accomplish these goals, effective and concerted efforts were needed to strengthen the supply of evaluation capacity development (ECD) services and respond to manifest shortcomings that undercut potential impact and wasted critical resources and time. Chief among these shortcomings were

- over-reliance on international experts who lacked adequate local contextual knowledge
- predominance of ad hoc project-level M&E support loosely connected to larger national and regional development agendas, institutions, and systems
- narrow focus on training of individuals, without the necessary attention to building broader M&E systems that would institutionally support the use of evidence.



The CLEAR Initiative promotes an integrated approach to building M&E capacities, and this serves as our operating principle.

Today, these shortcomings still persist, albeit not as pervasively as they did 10 years ago. Moreover, we are starting to see some growth in the demand for ECD services from governments in developing countries. This demand is demonstrated by renewed legislative commitments to evidence-based policy-making and performance-based budgeting, and by growing pressure from civil society to enhance effectiveness, development results, and the transparency of public finances.

However, the institutionalization of M&E procedures, processes, and systems—and the development of skills and a culture of using M&E as part of decision-making—still need strengthening in many countries. The costs of failing to monitor and evaluate development programs properly are severe—they go beyond the inability to course-correct or to learn about what works, or the losses of scarce financial resources, and can affect the well-being of entire societies. Evaluation and the use of evidence,

therefore, become crucial to ensuring that finite financial resources are spent on effective programs, and thus boost confidence in development interventions.

In short, the need for better monitoring and evaluation persists globally. While there are many institutions working in this field, including private actors, the supply of ECD services is fragmented and not always of the requisite quality. Furthermore, there is limited delivery of *integrated* ECD support (i.e., training, technical assistance, knowledge production, and knowledge sharing) at the enabling environment, organizational, and individual levels (which collectively form the ECD ecosystem). Such integrated support has proven to be the most effective means to promote systemic and sustainable in-country evaluation capacities. The CLEAR Initiative was founded on the basis of this integrated approach to building M&E capacities, and it continues to serve as a foundational principle.

Appendix B.

Original Partners

Abdul Latif Jameel Poverty Action Lab, India

African Development Bank

Asian Development Bank

Asia-Pacific Finance and Development Institute, China

Australian Agency for International Development

Belgian Development Cooperation

Centre Africain d'Études Supérieures en Gestion, Senegal

Centre for Economic Research in Pakistan

Centro de Investigación y Docencia Económicas, Mexico

Fundação Getulio Vargas, Brazil

Ghana Institute of Management and Public Administration

Institute for Financial Management and Research, India

Inter-American Development Bank

International Fund for Agricultural Development

Rockefeller Foundation

Swedish International Development Agency

Swiss Agency for Development and Cooperation

UK Department for International Development

University of the Witwatersrand, South Africa

World Bank — Independent Evaluation Group



Appendix C.

Innovation and

Regional Footprint



OUR WORK: Innovation

Promoting M&E Capacity through Postgraduate Training (CLEAR AA)

In 2016, CLEAR AA embarked on a collaborative curriculum development project to produce standardized academic frameworks for postgraduate M&E qualifications in Africa. This activity was conceptualized as a response to the high demand for postgraduate qualifications in M&E, and the absence of standards or guidelines to assist universities in developing academic programs to meet this demand. Currently, CLEAR AA is working with 19 universities across 11 countries to facilitate the harmonization of evaluation education offerings. The framework and guidelines for developing a postgraduate

M&E diploma curriculum enables universities to design a program even if they do not have specialized M&E curriculum design skills and resources. A key partner of the project, the African Capacity Building Foundation (ACBF), provides support to selected universities to pilot the harmonized curriculum and test its effectiveness. Growing consensus about which disciplines are fundamental to postgraduate M&E qualifications has fostered relationships between universities, who have been convened by CLEAR AA, and the possibility of an academia-based community of practice is being explored.

Building Capacity and Generating Knowledge through Multidisciplinary Assignments (CLEAR LAB)

CLEAR LAB has historically specialized in quantitative impact evaluation, but the Center identified the need for building capacity of its own staff to develop and adopt different approaches and methodologies, especially mixed methods, and to develop guidelines on mixed methods in the Portuguese language. To optimize engagement and knowledge exchange among its staff, and at the same time develop a training program in mixed methods, the team is taking advantage of a large multi-disciplinary project the Center is managing to hold weekly capacity-building sessions. During

these sessions, members with various backgrounds can collaborate to study different evaluation approaches. These activities are being developed in parallel to the implementation of the multi-disciplinary project, by the end of which the team will have the experience and expertise to develop a manual on mixed methods that will serve as a public good for the entire Lusophone community.

Increasing Accessibility to Quality M&E Services through Online Training (CLEAR EA)

Since 2011, all central government-funded projects in China of more than 5 million RMB are required to be monitored and evaluated by their respective budgeting departments, by evaluation professionals in or outside government. The resulting high demand has been answered by providing high-quality online M&E training courses that reach out to broader M&E professionals in China. CLEAR EA has provided seven online M&E courses for domestic M&E practitioners in China, covering topics of evaluation on public projects, fiscal expenditure, and budgeting evaluation management. All the online courses were provided on the e-learning platform of the Asia-Pacific Finance and Development Institute, host for CLEAR EA. In total, more than 45,000 participants have participated in the courses since inception. The online courses are cost- and time-efficient for participants, especially for those full-time employed M&E professionals, and received the highest level of satisfaction rating.

Delivering Stronger Results through Monitoring and Evaluation Capacity Development (CLEAR LAC)

Between 2017 and 2019, CLEAR LAC worked with the Ministry of Social Development in Mexico to improve and update the monitoring system of one of the most important social protection programs of the country, PROSPERA. Started in 1997, PROSPERA was the first conditional cash transfer program implemented by the Mexican Government. During the more than two decades of its implementation, the program reached 6.5 million of the poorest households in the country. PROSPERA's key characteristic was the combination of cash transfers with health and educational services with the objective of developing human capital and ending the intergenerational transmission of poverty. This program has undergone multiple impact evaluations that showed positive effects in several key indicators, such as educational attainment, health improvement, and social mobility.

CLEAR LAC worked with the program's operators in revising, updating, and strengthening PROSPERA's monitoring system that tracked its operations, including the provision of education and health services, as well as the perception of beneficiaries on its various components. The system is known as "Puntos Centinela" and the information it provides is particularly relevant, as it allows better coordination efforts with education and health providers. The results showed that while the program's processes, particularly on cash transfers, perform adequately, there are weaknesses in the provision of education and health services. All the information, including instruments, databases, indicator

descriptions, estimations, and reports can be consulted online (www.puntocentinela.info). CLEAR LAC is committed to continue its work with key stakeholders in fostering decisions that are based on data, information, and evidence.

Supporting Emerging Professionals' Research for Impact Fellowship (CLEAR SA)

Recognizing that local capacity for high-quality and rigorous evaluation in South Asia remains a key area of need, CLEAR SA developed a unique evaluation training program. While there are numerous avenues for local researchers to learn about statistics, economics, and secondary research, fewer opportunities exist for researchers to focus on rigorous evaluation methods and primary quantitative data collection skills. To address this gap, CLEAR SA designed the Research for Impact Fellowship, launched in 2018. The Fellowship aims to build an appetite for, and expertise in, randomized evaluations among local researchers and PhD students. It does so through three components. First, Fellows receive a scholarship for the Massachusetts Institute of Technology online course, Designing and Running Randomized Evaluations. Fellows then attend a two-day in-person training on measurement theory and survey design. Finally, selected Fellows work on an ongoing randomized evaluation while receiving mentoring from senior staff at CLEAR SA. The fellowship is innovative in its multi-stage approach that incorporates a variety of learning experiences, including theoretical and hands-on experience in the field.



OUR WORK: Regional Footprint

Anglophone Africa (AA). CLEAR AA has worked in 10 countries, implementing different elements of its four regional programs. These programs sought to (i) develop national evaluation systems; (ii) strengthen legislative oversight; (iii) support evaluation practice; and (iv) undertake research and manage knowledge. CLEAR AA supports its Affiliate in Ghana, hosted by the Ghana Institute of Management and Public Administration. CLEAR AA will continue to expand the number of countries in Africa with which it works, and has developed a regional strategy to move its efforts forward.

Lusophone Africa and Brazil (LAB). CLEAR LAB is exploring partnership opportunities to expand CLEAR services, in particular to the States of Bahia, Maranhão, Minas Gerais, and Rio Grande do Sul. In Africa, CLEAR LAB has worked in Angola and Guinea-Bissau, and is exploring opportunities in all Portuguese-speaking countries in Africa, including through the preparation of medium- to long-term strategies for expansion of ECD services in Lusophone Africa in partnership with CLEAR AA and FA.

East Asia (EA). CLEAR EA has collaborated in East Asia with the Korea Development Institute; the Economics and Finance Institute, Cambodia; the Institute of Financial Training, Vietnam; the Independent Evaluation Department, Asian Development Bank; and the CAREC Institute for the delivery of its training programs and the organization of the Asian Evaluation Week.

Francophone Africa (FA). CLEAR FA has four countries of focus: Benin, Côte d'Ivoire, Niger, and Senegal. It partners with academic institutions and development agencies in these countries to fund and deliver activities. It has established successful collaborations in Burkina Faso with Université Ouaga II and the Institut Supérieur des sciences de la Population, and in Côte d'Ivoire with the Association of African Universities and the Institut national de Santé Publique. It will continue its efforts in these countries while reaching additional countries in partnership with CLEAR AA and CLEAR LAB.

Latin America and the Caribbean (LAC). CLEAR LAC has worked with 11 countries to deliver high-quality M&E training for government officials, civil society, and academia, and is seeking to broaden its reach and engage with institutions in the region, in order to boost policies, programs, and interventions that can help enhance the M&E enabling environment, and build national and local capacities to generate and use evidence. To do so CLEAR LAC has been implementing a two-pronged approach: (i) developing and implementing an institutional capacities assessment/diagnostic for the national agencies, departments, or ministries engaged in social development in 19 countries, and (ii) partnering with key research institutions to help in developing contextualized strategies to foster in-country M&E capacities.

South Asia (SA). CLEAR SA has collaborated and worked in Pakistan with its Affiliate, hosted by the Centre for Economic Research; in Bangladesh with BRAC University, Bangladesh Public Administration Training Centre; with the National Institute of Labour Studies in Sri Lanka; and with the Asian Institute of Management in Nepal and Bhutan to deliver training and technical advisory services and develop knowledge products. It will continue to expand its efforts in these and other countries in South Asia.

CLEAR Strategy 2020–2025



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