Centers for Learning on Evaluation and Results

Annual Report
July 2012–June 2013
Centers for Learning on Evaluation and Results

ANNUAL REPORT

July 2012–June 2013
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### Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>3IE</td>
<td>International Initiative for Impact Evaluation</td>
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<tr>
<td>AFDC</td>
<td>Asia-Pacific Finance and Development Center</td>
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<td>AfrEA</td>
<td>African Evaluation Association</td>
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<td>CERP</td>
<td>Center for Economic Research in Pakistan</td>
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<tr>
<td>CESAG</td>
<td>Centre Africain d’Etudes Superieur in Senegal</td>
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<td>CIDE</td>
<td>Centro de Investigacion y Docencia Economicas en Mexico</td>
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<td>CLEAR</td>
<td>Centers for Learning on Evaluation and Results</td>
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<td>CoE</td>
<td>Community of Evaluators</td>
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<td>Coneval</td>
<td>National Council for the Evaluation of Social Development Policy of Mexico</td>
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<td>CoP</td>
<td>Community of practice</td>
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<td>DPME</td>
<td>Department of Performance Monitoring and Evaluation</td>
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<td>GIMPA</td>
<td>Ghana Institute of Management and Public Administration</td>
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<td>IEG</td>
<td>Independent Evaluation Group</td>
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<td>IFMR</td>
<td>Institute for Financial Management and Research</td>
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<td>J-PAL</td>
<td>Jameel Poverty Action Lab in South Asia</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>PM</td>
<td>Performance Management</td>
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<td>RAC</td>
<td>Regional Advisory Committee</td>
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<td>RedLacME</td>
<td>Red Latino Americana y del Caribe de Monitoreo y Evaluación</td>
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<td>SLEvA</td>
<td>Sri Lanka Evaluation Association</td>
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<td>SNAl</td>
<td>Shanghai National Accounting Institute</td>
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<td>VOPE</td>
<td>Voluntary Organizations for Professional Evaluators</td>
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Looking back, 2013 has been an exceptionally busy and exciting year for CLEAR—with significant progress on many fronts.

First and foremost, our partners—the academic institutions that host the CLEAR centers—have expanded and deepened their programs of capacity building in monitoring and evaluation (M&E) and performance management (PM) with a variety of constituents at the forefront of generating and using evidence for effective development. Below are just some highlights that are discussed in the report.

- The CLEAR centers have engaged closely with key government and civil society agencies worldwide (for example, the CLEAR Center for Anglophone Africa with the South African Presidency’s Department of Performance Monitoring and Evaluation; the CLEAR Center for South Asia with Janasree, one of the largest grassroots nongovernmental organizations in India; the Center for Latin America with the Peruvian Ministry of Women and Vulnerable People) to help institutionalize evidence-based decision making.

- Collectively, the centers have contributed to building regional professional expertise in M&E by providing training to more than 2,000 individuals through workshops and at community of practice events.

- The centers have also generated useful knowledge and research regarding M&E practices (for example, an assessment of demand for M&E in Francophone Africa).

Cross-regional cooperation and knowledge-sharing has taken place among CLEAR centers and their partners on several fronts: how best to develop bottom-up approaches to capacity building, generate demand for evidence, and share promising M&E practices.

Through these efforts, CLEAR has achieved wide recognition as a global program with regional roots. Based on demand, CLEAR has decided to expand its regional and linguistic reach and add a center in Brazil, which will also work with Lusophone Africa.

This has been our busiest and most productive year. On behalf of the Board, I would like to thank the teams in the centers and the Secretariat for their hard work and dedication to CLEAR. This work - and the financial and advisory support from the Board—advances our vision of development anchored in evidence, learning, and mutual accountability.

Hans-Martin Boehmer
Chair, CLEAR Board
Senior Manager, Independent Evaluation Group of the World Bank Group
The Centers for Learning on Evaluation and Results (CLEAR) Initiative was established in January 2010 as a multilateral partnership among donors and competitively selected leading academic institutions around the world that host the CLEAR centers. The goal of the initiative is to contribute to strengthening partner countries’ capacities and systems for evidence-based decision making to achieve development results. Its immediate objective is to strengthen the selected academic institutions to lead capacity building in monitoring and evaluation (M&E) and performance management (PM) in their regions.

This annual report summarizes CLEAR's achievements from July 2012 through June 2013.
CLEAR’s vision is “Development Anchored in Evidence, Learning, and Mutual Accountability.” Through its network of regional centers, CLEAR reaches across boundaries, languages, and cultures to lead, innovate, and influence capacity building for government, civil society, and others, with an overall goal to support the development and implementation of evidence-based policies and programs.

As of 2013, CLEAR comprises five centers (see figure 1):

- **The CLEAR Anglophone Africa Center**—University of Witwatersrand in South Africa, with two partners: the Ghana Institute of Management and Public Administration and the Kenya School of Government

- **The CLEAR South Asia Center**—Jameel Poverty Action Lab South Asia at the Institute for Financial Management and Research in India with partner, Center for Economic Research in Pakistan

- **The CLEAR East Asia Center**—Asia-Pacific Finance and Development Center, based at the Shanghai National Audit Institute in China

- **The CLEAR Francophone Africa Center**—Centre African d’Etudes Superieures en Gestion in Senegal, with partner 2ie-International Institute for Water and Environmental Engineering in Burkina Faso

- **The CLEAR Latin America Center**—Centro de Investigacion y Docencia Economicas in Mexico
**Figure 1.** CLEAR Centers

**Anglophone Africa**
University of Witwatersrand Johannesburg (WITS), South Africa • Kenya School of Government (KSG)* • Ghana Institute of Management and Public Administration (GIMPA)*

**Francophone Africa**
Centre Africain d’Etudes Supérieures en Gestion (CESAG), Senegal • 2IE, Burkino Faso*

**East Asia**
Asia-Pacific Finance and Development Center (AFDC), China

**South Asia**
Jameel Poverty Action Lab South Asia (J-PAL) at the Institute for Financial Management (IFMR), India • Centre for Economic Research in Pakistan (CERP)*

**Latin America**
Centro de Investigación y Docencia Económicas A.C. (CIDE), Mexico.
2.1. Theory of Change and Key Performance Indicators

CLEAR’s theory of change reflects the overall program strategy (Figure 2). It is based on a dynamic learning-by-doing model. The centers engage in a complex set of parallel activities—stimulating demand for M&E and responding to demand with high-quality services—while concurrently strengthening their own capacities in M&E. The global approach helps strengthen the centers by enabling their participation in, and learning from, their own regions and beyond. Thus, CLEAR is established as a recognized network of centers that work on a strategically selected set of activities within their own regions to support the CLEAR outcomes. CLEAR’s Key Performance Indicators are presented in Appendix 1.

2.2. Strategy and Program Components

As the theory of change indicates, CLEAR’s strategy is based on a dynamic process of integrating regional learning and on-the-ground implementation with a global approach for generating public goods and knowledge in M&E.

2.2.1. Regional Learning

Regional learning is implemented by academic institutions that the CLEAR program competitively selected to house the regional CLEAR centers. The program strengthens the centers so they can address the “evaluation gap” at the regional and local levels and provide applied, practical, and innovative M&E capacity-building services in the regions in which they are based. Working with key clients and influential stakeholders, the centers contribute to:

- Improved enabling environments and demand for M&E
- Strengthened capacity to produce and use evidence
- Critical mass of professional expertise in regions
- Innovation in M&E.

2.2.2. Global Approach

CLEAR anchors the overall program with its global approach, by generating and facilitating internationally benchmarked knowledge and capacity development in M&E and PM, supporting peer-learning among the regional centers, and building international brand recognition.

- Global Knowledge and Capacity. CLEAR develops, aggregates, and shares global knowledge and expertise to strengthen the centers’ technical and professional capacity (capacity streams). In particular, it identifies and fills gaps in knowledge at the regional level. The CLEAR Global Forum facilitates peer learning, knowledge exchange, and mentoring across regions on what works, what does not, and why. The program also provides support to M&E communities of practice (CoPs).
**Clear Theory of Change**

**Highest Level Outcomes**
- Stakeholders use evidence in making decisions for improved development results

**Higher Level Outcomes**
- Strengthened monitoring and evaluation (M&E) systems and practices

**Clear's Outcomes**
- Improved enabling environments and demand for M&E
- Strengthened capacity to produce and use evidence
- Expanded professional expertise in regions
- Innovations in M&E

**Strategically chosen capacity building outputs and activities**
- Leadership Development
- Mentoring
- Advocacy
- Grants, Competitions, and Awards
- Knowledge Resources
- Knowledge Sharing
- Training
- Collaboration with M&E Networks, Communities of Practice
- Technical Assistance, Advisory
- Diagnostics
- Evaluations, Assessments
- Other

**Establishing Clear and how Clear works**
- Regional knowledge and innovations enhance global learning
- Clear network and centers are established and performing
- Promotes diversity in M&E methods and approaches that are context appropriate
- Clear recognized as a leader in advancing M&E regionally and globally

**Global Knowledge Strengthens Centers and Regional Approach**

**Resources Underpinning Clear**
- Strategic partnerships
- Advice and expert support
- Donor funds and center revenues
- Governance and management

**Vision**
Development anchored in evidence, learning, and mutual accountability

**Mission**
Through its network of regional centers, Clear reaches across boundaries, languages, and cultures to strengthen monitoring and evaluation capacity for effective and equitable development that improves peoples’ lives.

Revised June 2013
Network Support. Through this component, CLEAR supports the centers’ internal capacity and provides implementation guidance to the centers. CLEAR also undertakes work that benefits the CLEAR network as a whole (for example, maintenance of a program-level website).

Appendix 2 outlines an overview of the work program under each component (regional learning and global approach).

In 2013, approximately 87 percent of the CLEAR budget was devoted to regional learning and 9 percent to the global approach. The remaining 4 percent was used for program governance and management, including regular monitoring and reporting. Additionally, the World Bank Group provides its administrative budget and staff time to support CLEAR. Appendix 3 provides details on the budget, expenditures, and donor contributions to CLEAR.

CLEAR was established with development phases and a timeline to successfully complete those phases. The phases and timeline and CLEAR’s governance and management structure are explained in Appendixes 4 and 5.
3.1. Regional Learning

3.1.1. Progress by Centers

All centers contributed to four major outcomes in their regions, although the emphasis of each differed based on its strategic orientation and the contexts in which it operates:

- Improved enabling environments and demand for M&E
- Strengthened capacity to produce and use evidence
- Critical mass of professional expertise in regions
- Innovation in M&E.

Increased demand for M&E and the centers’ growing regional recognition and reputation translated into a larger work program than planned in some cases.

Anglophone Africa Center

Selected in October 2010, the center is hosted at the University of Witwatersrand, together with its partners the Kenya School of Government (KSG) and the Ghana Institute of Management and Public Administration (GIMPA). The center’s major achievements are highlighted in the following boxes, with links to outcomes below them.

Diagnostic Study of African M&E Systems

A diagnostic study on the M&E systems of several African countries (including Benin, Ghana, Kenya, Senegal, South Africa, and Uganda) was completed in collaboration with the South African Presidency and with additional funding from Deutsche Gesellschaft für Internationale Zusammenarbeit. Its findings were formally published and disseminated as “African M&E Systems - Exploratory Case Studies.”

With the success of this work, the center was able to win a contract to study the supply of, and demand for, evaluation in five African countries (Ethiopia, Ghana, Malawi, Rwanda, and Zambia), focusing on the effects of the political economy on these issues. The study is being funded by UK Department for International Development and supported through CLEAR. This work is enabling a deep assessment of the issues in evaluation capacity building as well as enabling the development of evaluative research skills and experience among local researchers. The field work is complete. The write-up and verification process is ongoing.

The mapping will also be used to refine the center’s strategic approach and develop new lines of work (for example, in Zambia).
Training of Ghanaians Working on Social Protection Programs

The Ghana Institute of Management and Public Administration organized a customized social protection results-based management course in Ghana in May 2013. The training was attended by 46 participants who are implementing social protection programs. The training focused on the development of log frames specific to social protection programs. It was of immediate relevance to the work of the participants. This process was the first sensitization and training process for M&E officials in priority programs in Ghana.

Partnership with the Department of Monitoring and Evaluation (DPME) in the South African Presidency

CLEAR Anglophone Africa has strengthened its relationship with the DPME, an ambitious and innovative department that is putting into operation a government-wide M&E system. This relationship is multifaceted and has a number of parallel activities. Over the period, activities with the DPME have included:

- Definition of evaluation standards and competencies
- Support to development of evaluation guidance documents
- Development and implementation of in-service training processes
- Participation on evaluation steering committees
- Supporting liaison work with parliament and other higher education institutions
- Co-writing the most viewed articles in the African Evaluation Journal based on diagnostic studies on evaluation systems (880 article views to date).

This work contributes to strengthening the overall M&E environment within South Africa by helping set the rules and incentives for the M&E market to evolve as well as developing the capacity of CLEAR Anglophone Africa and the DPME.
The center expanded the range of M&E topics and types of capacity-building services offered to a variety of stakeholders. It implemented technical workshops on impact evaluation (in collaboration with the International Initiative for Impact Evaluation [3IE]), customized training for the legislative sector on using M&E for oversight purposes (based on the South African experience), and technical assistance in the development of government evaluation systems (for example, work with the Department of Performance Monitoring and Evaluation [DPME]).

- The center **deepened its existing strategic partnerships and created collaborations with new clients.** The strategic clients were DPME in the Presidency of South Africa, the Office of the Prime Minister in Uganda, the Ministry of Decentralization and Planning in Kenya (including the Monitoring and Evaluation Directorate), and across 26 ministries, departments, and agencies in Ghana. With the DPME, the center signed a framework agreement based on engagements in the previous reporting period. This has enabled the center to work as a partner **assisting the development of key products, including evaluation competencies and standards, supporting evaluation steering committees, and developing and implementing in-service trainings on evaluation management.**

**Key Performance Indicators**

**KPI 1.** By their third year, centers demonstrate in their work plans the capacity to address **a range of M&E topics and methodologies** (increase from baseline).

**KPI 2.** By their third year, centers demonstrate in their annual work plan the capacity to offer capacity building through a **variety of modalities** aimed at different capacity objectives (increase from baseline).

**Leadership Development - Contributing to African Thought Leadership in Evaluation with the Regional Voluntary Organizations for Professional Evaluation (VOPE)**

CLEAR Anglophone Africa worked with the African Evaluation Association (AfrEA) and past presidents of AfrEA to catalyze action on developing African evaluation thought leadership.

The initial activity was a forum at Rockefeller’s Bellagio Facility. The forum was held to encourage fresh thinking in support of the Made in Africa Approach to Evaluation program being established by AfrEA. It arose from a realization that the ongoing emphasis on “building” or “strengthening” evaluation capacities on the continent without encouraging the active promotion of “new thinking” about evaluation theory and practice will eventually impoverish the profession and practice in Africa. This low profile of thought leadership in evaluation in Africa has to be addressed: to date, evaluation innovations from Africa have been rare or largely invisible in shaping national, regional, or global evaluation thinking and practices.

This forum has increased debate and action by leading to the development of working papers; the implementation of a stream at the South African M&E Association conference; the embedding of ideas originating from the forum within the CLEAR Anglophone Africa strategy; the launching of research grants related to the subject; and work with regional civil society organizations to document their practices.
- The relationships in Kenya and Ghana mainly focused on the delivery of training. In Ghana, additional diagnostic work was also started. In Kenya, the center provided inputs for the working groups of the Monitoring and Evaluation Directorate. This was a challenging time in both countries, given elections and Kenya’s shift to a new constitution. KPI 2

Overall, the center implemented 47 activities: 14 training sessions, 7 workshops, 4 events, 9 knowledge exchange (sharing) seminars, 3 technical assistance programs, and 2 knowledge-generating programs (for example, mapping of the supply and demand for evaluation within the region). It completed 15 activities that were not a part of its original work program. Costs for 21 events were partially or entirely covered by the sponsors or the participants. The center’s activities involved 631 participants; 37 percent of these participants came from outside South Africa.

The overall quality of the center’s courses scored 4.32 on a five-point scale. Ninety percent of the participants rated the overall quality of the courses as good or excellent.

**South Asia Center**

The center at the Jameel Poverty Action Lab South Asia at the Institute for Financial Management and Research (IFMR) in India was selected in December 2010, together with its partner, the Center for Economic Research in Pakistan (CERP). Highlights of the center’s achievements in 2013 follow.

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**Innovations in M&E through Mobile-Based Technology**

**Knowledge Resources**

With its reference guide Mobile-Based Technology for Monitoring and Evaluation, CLEAR South Asia has provided a rich resource for evaluators and researchers looking to use mobile technology in their work. The tool provides an A to Z approach of the issues to consider in adopting technology, plus presents case studies on how it’s been used. CLEAR South Asia is also providing training and advisory services to integrate technology in M&E.

**Topics in the Guide**

**Mobile Technology: Options and Opportunities**

- New Data Types
- Multimedia Data
- Electronic Sensors
- Beyond Data Collection: Management and Outreach
- Selecting the Right Technology

**Implementing Mobile Technology in Monitoring and Evaluation (M&E)**

- Selecting the Right Technology Service Provider
- Estimating Costs
- Planning Timelines
- Training and Piloting Tips
- Ensuring Data Quality
- Ensuring Data Security
- An In-depth Case Study
- Common Implementation Challenges

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**Improved enabling environments and demand for M&E**

**Strengthened capacity to produce and use evidence**

**Expanded professional expertise in regions**
Collaboration with South Asian M&E Networks and Communities of Practice

CLEAR South Asia was a sponsor and partner of the South Asian Evaluation Conclave 2013 in Nepal, organized by the Community of Evaluators (CoE). The center contributed to the regional consultations in Dhaka and Delhi and to the task committees for the Conclave. During the conference, CLEAR led a plenary session, organized and participated in panel discussions on evaluation capacity building and leveraging data and technology for impact evaluations. The center also organized a panel discussion on evidence-based decision making and a two-day workshop on the theory and practice of impact evaluations.

The Conclave helped foster ties and deepen collaborations with organizations and agencies committed to improving evaluation in the region. For instance, the center partnered with the Sri Lanka Evaluation Association (SLEvA) for the biennial Sri Lanka Evaluation Conference. The center is continuing to collaborate with Voluntary Organizations for Professional Evaluation (VOPE) in the region to organize workshops and roundtables to build evaluation capacity and demand.

Roundtable Knowledge Sharing on M&E Topics

CLEAR South Asia initiated a series of roundtable discussions on M&E topics in New Delhi. There were four roundtables between July 2012 and June 2013, organized in collaboration with organizations such as UNICEF, Self-Employed Women’s Association (SEWA), International Initiative for Impact Evaluation (3IE), and CoE. Sector specialists and center staff presented on various M&E topics: instrument design, experimental and quasi-experimental evaluation methods, equity-focused evaluation methods, systematic reviews, and scaling up proven interventions.

Nearly 200 people from the center’s network in India and other South Asian countries attended. The roundtables were broadcast live on the Internet and attracted an audience of more than 900 viewers.

These roundtables provide a unique opportunity for knowledge sharing, awareness building, and networking and have become very popular. The center is launching a new series of roundtables in November 2013 on gender, evaluation, and empowerment with CoE and UN Women, and plans to take the roundtable to other cities.
Training for Indian Economic Service Officers

Although most government officials receive some training in monitoring, the training does not provide skills necessary to implement and understand M&E. To bridge this gap, CLEAR South Asia was invited to conduct a two-week M&E course for incoming Indian Economic Service officers.

The course was very well received and led to further engagement with the Department of Economic Affairs, which has requested an additional course for mid-career officers. CLEAR South Asia is currently conducting a needs assessment with mid-career officers posted in regional evaluation offices. In addition, the center used a fee-charging model for this activity and is building a sustainable revenue stream from this engagement.

The Ministry of Finance is also looking into the possibility of setting up a National Institute for Economic Policy to build skills of government officers. The Ministry has invited CLEAR to provide inputs.

Strengthening Indian State Level Governments’ M&E Capacity

At the state level, CLEAR South Asia has also seen a growing interest and demand for M&E. The center is providing capacity development and technical support to the state government of Haryana to strengthen M&E systems and processes. CLEAR South Asia has helped set up an evaluation unit, Research and Experiments for Action and Policy to oversee the M&E of ongoing projects such as a Midday Meal Scheme, teacher training, and Meena Manch (Adolescent Girl Clubs) to inform education policies. CLEAR South Asia is developing the capacity of the evaluation unit’s core team and district-level staff through workshops, data collection, and technical advisory services. The center has also provided training and capacity building in setting up, developing, and promoting a pilot school monitoring and mentoring framework system.

The center supported a hands-on evaluation of the government’s Continuous and Comprehensive Evaluation Program and Learning Enhancement Program. These efforts have helped institutionalize and foster action-based field research in Haryana underpinning education policy.
Capacity Building for Civil Society and Nongovernmental Organizations to Institutionalize and Improve M&E Processes

CLEAR South Asia is building the capacity of civil society and nongovernment organizations to institutionalize and improve M&E processes. The center is partnering with Breakthrough, a well-known nonprofit in India and the United States that works on human rights.

The center conducted hands-on M&E capacity building activities such as a series of customized workshops for their core and field teams alongside an evaluation of a pilot, school-based gender awareness and mobilization program. The first two-day workshop in the series was held in July 2013 and successfully promoted evaluative thinking for the program design.

CLEAR South Asia is also providing advisory services on evaluations and helping pilot M&E using the technology to make data collection more effective.

In addition, CLEAR South Asia has helped build the capacity of their leaders (leadership development) through its awareness-raising executive education course at the South Asian Evaluation Conclave.

Toolkit for Impact Evaluability Assessment

CLEAR South Asia is advising the staff of the U.S. Agency for International Development in India on how to integrate impact evaluation for learning and accountability. The Agency has a global evaluation policy that includes impact evaluation, but the India mission has never commissioned one before. Therefore, the Agency sought advice on how to meaningfully incorporate impact evaluation into the work. The center is developing an impact evaluability toolkit, which will help technical teams assess the feasibility of conducting impact evaluation and help management develop a research agenda.
In 2013 the center conducted a wide range of M&E training sessions, customized workshops, policy dialogues, and knowledge exchange (sharing) seminars. Topics ranged from systematic reviews to implementing monitoring systems; the programs reached more than 600 participants. Since the beginning of the program, the center has reached more than 1,850 participants from civil society, government, academia, the private sector, and donor communities. The center deepened its networks within the evaluation community with key players, including the Community of Evaluators (CoE), the Sri Lanka Evaluation Association (SLEvA), EvalPartners, and Bangladesh Rural Advancement Committee, the biggest nongovernmental organization in Bangladesh. For example, the center was a sponsor and partner of the South Asian Evaluation Conclave organized by the CoE in Nepal in February 2013 and a partner in the SLEvA conference in July 2013. The center is working with CoE and SLEvA to organize other knowledge-sharing and capacity-building programs. KPI 1 & KPI 2

- The center began organizing a series of roundtable discussions (which were webcast) on various M&E topics, with almost 900 viewers across the region. KPI 1

- The center has provided more than 100 days of advisory services to a range of constituents. For example, the center is building the capacity of the government of Haryana to carry out systematic research, strengthen the M&E systems of ongoing government schemes, and meet the pressing challenges in the field of education. The center is also providing hands-on support for the evaluations the government is conducting. The center plans to initiate this work with other agencies as well (for example, with the emerging Independent Evaluation Office in India). KPI 2

In 2013, the center implemented 33 client capacity-building activities: 16 training workshops, 5 knowledge exchange (sharing) seminars, 4 technical assistance programs, 5 partnerships activities (such as sponsoring a regional M&E conference by the South Asia Community of Evaluators), 1 evaluation/assessment/advisory, 1 diagnostic, and the publication of 1 knowledge resource. The center also implemented 18 internal capacity building activities. For eight activities, the costs were covered by the sponsors or the participants. The center made a concerted effort to extend its presence in South Asia, organizing capacity-building programs in five countries (Bangladesh, India, Nepal, Pakistan, and Sri Lanka). Almost 46 percent of the center’s workshop participants were from South Asian countries other than India.

Eight-five percent of the center’s clients rated the quality of the center’s activities above 4 on a five-point scale. Seventy-five percent of clients rated the relevance of the capacity-building services above 4 on a five-point scale.
Knowledge Sharing for Improved M&E Practices

CLEAR East Asia organized an alumni experience-sharing seminar for past training program participants, including key government officials engaged in monitoring and commissioning evaluations. Seminar attendees shared how they used the performance evaluation techniques they had learned to improve their work. They also gained fresh perspectives and ideas from their peers about how to deal with challenges in implementing M&E.

Improved enabling environments and demand for M&E

Strengthened capacity to produce and use evidence

Expanded professional expertise in regions

Innovations in M&E

Herbert Batidzirai, from South Africa, on how the Shanghai International Program in Development Evaluation Training has helped his career

“In 2008, I attended the first Shanghai International Program of Development Evaluation Training. The training program reinforced the skills I had gained through earlier evaluation training, which I had attended in 2005 in Canada. Thanks to my M&E skills, I have been selected to participate in the economic development sector forum meetings led by the South African National Treasury. In the forum, I have been active in crafting sector indicators for all economic sector departments, including the development of a compendium of technical indicators. In 2009, I participated in the South African Monitoring and Evaluation Association meetings and conference held in Johannesburg. I have been active in trying to establish an association chapter in the Eastern Cape Province. I was also appointed as a team member of an M&E learning network task team under the South Africa’s Presidency’s in 2009 (http://www.thepresidency.gov.za/pebble.asp?relid=1717). The South African Presidency created a Department of Performance Monitoring and Evaluation (DPME) and is trying to implement sound M&E principles throughout the South African public sector.”
Advising the City of Shanghai on its M&E System

As a result of participating in CLEAR East Asia’s M&E capacity building programs, the City of Shanghai invited an expert from the center to begin advising on designing M&E systems and processes. This work commenced in early 2013. In addition, the Ministry of Finance of China invited the center to begin organizing a seminar on best practices in M&E for several provincial officials from financial bureaus to raise their awareness regarding evaluation, as a precursor to the government’s plan to roll out a larger government-wide initiative in M&E.

Key Performance Indicators

**KPI 1.** By their third year, centers demonstrate in their work plans the capacity to address **a range of M&E topics and methodologies** (increase from baseline).

**KPI 2.** By their third year, centers demonstrate in their annual work plan the capacity to offer capacity building through **a variety of modalities** aimed at different capacity objectives (increase from baseline).

- The center broadened its work to include training sessions, knowledge-exchange/sharing, and evaluation/research work.

- The center provided **training sessions on impact evaluation, performance-based budgeting, technical data analysis, as well as the use of evaluation evidence for policy makers, and customized M&E systems design for field workers. KPI 1**

- The center is conducting **research for the Ministry of Finance comparing the evaluation methods of international financial institutions with China’s fiscal expenditure evaluation methods.** In addition, the center is revising the handbook of international financial institution evaluations in China. **KPI 1 & KPI 2**

- The center collaborated with SNAI to train more than 2,200 national accountants and government officials on M&E: both SNAI and AFDC are under the Ministry of Finance, which enables a smooth collaboration; the clients of the center can also benefit from the SNAI network and helps drive results-based management in the country. **KPI 2**

In 2013 the center implemented 12 activities, including 8 training sessions, 2 knowledge exchange (sharing) seminars, 1 program of research, and 1 advisory service. Of these, seven activities were for participants at the regional level and three were especially for the Chinese participants.

Of the 472 participants, 246 were from Mainland China (52 percent), and 377 (80 percent) were government officials.

Every participant who attended the training sessions rated the overall quality of the courses as good or excellent (4 or higher on a five-point scale).
Francophone Africa Center

In March 2011, CLEAR’s Board approved the expansion of CLEAR’s operations to Francophone Africa, because of the high interest in and demand for the program in this region. The Centre African d’Etudes Superieures en Gestion (CESAG) was selected as a CLEAR Francophone Center in October 2011. The center formally opened in June 2013. Highlights from this center follow.

Study to Assess Demand for M&E in Francophone Countries

CLEAR Francophone Africa conducted an assessment of demand in M&E for Benin, Mauritania, and Senegal. The results of the assessment was provided to each country and is being used to ensure the relevance of the center’s programs. The assessment found that the three countries were at different stages of development of their M&E systems, requiring different entry points for capacity building.

An innovative framework was used for the study, which consisted of a set of questions to assess national evaluation capacities. The aggregate response for each country was used to place the country on a scale from 0 to 5: Mauritania has a nascent system (scale 1), Senegal is in the middle (scale 2), and Benin has the most robust system of the three (scale 3).

Training in Results-Based Management

CLEAR Francophone Africa developed a results-based M&E course, with the help of an international consultant from the University of Laval and based on materials from the World Bank Group. The materials were piloted first at a one-week train-the-trainers workshop in Senegal (July 15-19) and subsequently at a second, week-long training of trainers in Burkina Faso (July 30 – August 3).

A total of 47 participants attended, who were selected based on their expertise in M&E. These training sessions also served as a pilot during which the center gathered feedback on how to improve and adapt this results-based M&E course for future offerings.
• Being in the first year of its operation, the center concentrated on activities that helped in its establishment and worked on its strategy.

Since its formal opening, the center has implemented four training sessions, one technical assistance activity, and one diagnostic study. It has also contributed to knowledge exchange seminars.

Participants from Senegal accounted for 48 percent of attendees for two train-the-trainers session and the first seminar for professionals.

All clients rated the quality of the center’s services highly (4 or higher on a five-point scale).

Key Performance Indicators

**KPI 1.** By their third year, centers demonstrate in their work plans the capacity to address a range of M&E topics and methodologies (increase from baseline).

**KPI 2.** By their third year, centers demonstrate in their annual work plan the capacity to offer capacity building through a variety of modalities aimed at different capacity objectives (increase from baseline).

- The center began operations by conducting an in-depth assessment of demand for, and supply of, M&E capacity building in collaboration with an international consultant and locally based researchers. **KPI 1**

- The center supported and participated in the first Benin Evaluation Days Conference (July 2-4, 2012) with peers from the Anglophone Africa Center. More than 250 people attended the conference, which provided an opportunity to reflect on the institutionalization of evaluation. It was also a forum to inform the audience regarding the activities of the CLEAR center. **KPI 2**
The CLEAR Latin America center at the Centro de Investigacion y Docencia Economicas (CIDE) in Mexico was selected in December 2011 and officially launched by Mexico’s President Felipe Calderon in June 2012. The center’s major achievements are noted below.

**Seminar Series on Evaluation of Public Security**

CLEAR Latin America organized the Permanent Discussion Seminar on Evaluation of Public Security. In each session, stakeholders from civil society, academia, and public service joined to discuss public security issues. As convener, the center promoted a space of dialogue and trust where participants could share their experiences and views and start building consensus and collaboration agreements.

This is an innovative approach that focuses on an area of public policy relatively unexplored in terms of M&E.

- Improved enabling environments and demand for M&E
- Strengthened capacity to produce and use evidence
- Expanded professional expertise in regions

**Innovations in M&E**
Building Sub-national M&E Capacity

CLEAR Latin America signed an agreement with the local government of Bacalar in Mexico to provide technical assistance on a performance-based management diagnosis and a capacity development strategy. The diagnosis included a comprehensive assessment of the current state of the mechanisms and procedures for M&E and set the basis for a strategy that addresses the interactions between institutions and civil society stakeholders in key sectors.

Another agreement was signed with the state government of Jalisco to assist in the transition from a traditional monitoring system to a results-oriented M&E system. The activities included the development of indicators for the state’s social programs. As a result of the strengthened relationship between CLEAR Latin America and the government of Jalisco, the general coordinator of CLEAR Latin America was invited to join the Independent Technical Evaluation Committee for Public Policy of the state, and other committee members are pursuing a diploma in evaluation and public policy imparted by CLEAR Latin America.
Technical Assistance in M&E to Countries Across Latin America

CLEAR Latin America provided technical assistance to the government of Peru, El Salvador Presidency, and the Ministry of Social Transformation, Youth, and Sports of St. Lucia.

In Peru, technical assistance was provided to the Ministry of Women and Vulnerable People to create a monitoring index based on administrative and census information.

A diagnosis was developed, followed by workshops, to contribute to the consolidation of the practice of monitoring and evaluation, and the measurement of poverty in El Salvador. Thanks to CLEAR Latin America’s initiative, National Council for the Evaluation of Social Development Policy of Mexico (Coneval) officials met with their peers from El Salvador to share their experiences and knowledge.
Meta-Evaluations of Social Programs

CLEAR Latin America conducted a meta evaluation (2007-2012) for the following social programs under the Ministry of Social Development in Mexico: Programa de Opciones Productivas, Programa de Empleo Temporal, Programa de Estancias Infantiles para Apoyar a Madres Trabajadoras and Programas del Fondo Nacional para el Fomento de las Artesanías.

A second meta evaluation (2011-2012) was conducted for the Consistence and Results Evaluation Reports of Coneval. Through an assessment instrument, all reports were analyzed to measure the quality of contents.
The center engaged in a broad array of capacity development approaches across a variety of topics.

- Participants from government, civil society, and academic communities across Latin America received training in a broad set of topics, such as M&E methods, logic frameworks, performance-based budgeting, impact evaluations, and the use of STATA. The center is beginning to provide more specialized and advance courses. **KPI 1**

- The center organized 15 knowledge exchange seminars. For example, an international seminar on M&E country systems was co-organized by the center, the Argentine government (Council of Ministries of the Presidency), and the University of Buenos Aires. The center also co-organized the annual meeting of the Red Latinoamericana de Monitoreo y Evaluación en América Latina y el Caribe (RedLacME) in collaboration with the World Bank and the Inter-American Development Bank. **KPI 2**

- The center has organized two international seminars in Mexico City on advances and challenges in social policy and subnational M&E and PM systems. **KPI 1 & KPI 2**

- The center provided technical assistance to the governments of Peru and El Salvador, the Mexican Ministry of Finance, the Mexican Ministry of Social Development, and other local and state governments on several topics related to M&E. **KPI 2**

Overall, the center implemented 39 activities, including 10 training sessions, 15 knowledge exchange (sharing) seminars, 9 technical assistance activities, 2 evaluations, publication of 2 knowledge resources, and 1 provision of grant/scholarship. Of these, 11 were not a part of current year work program. The cost of six training sessions was covered by the sponsors or the participants.

The center’s activities involved more than 400 participants from 14 Latin American countries, representing government, civil society, and academic communities. Forty-nine percent of the clients were from Latin American countries other than Mexico.

Eighty-six percent of clients rated the quality of services highly (4 or higher on a five-point scale); 80 percent of clients rated the applicability of services highly (4 or higher on a five-point scale).
3.2. Global Approach

CLEAR’s global approach comprises both developing and implementing global knowledge and capacity and facilitating the CLEAR centers network.

3.2.1. Global Knowledge and Capacity

CLEAR continued to refine and implement its global knowledge and capacity-building programs in impact evaluation, performance-based budgeting, rapid evaluations, and fundamentals of evaluation.

In 2013, the hands-on technical impact evaluation workshops were implemented in South Africa, China (in collaboration with 3IE), and Uganda. In addition, the performance-based budgeting course was implemented in South Africa. These workshops were designed to be codelivered with international experts, who provided mentoring support to regionally based centers’ experts to lead the courses.

CLEAR also revised and updated a core set of knowledge and workshop materials, “Fundamentals of M&E,” which are being provided to the centers.

CLEAR continued to promote global knowledge exchange in M&E capacity development through the Global Forum. The Forums are designed to bring CLEAR members—centers, the Board, and Secretariat—to discuss program, refine strategy, and learn from each other. These fora have been organized in Paris (June 2011) and Accra (January 2012). In 2013, the forum took place in Tunis (February) and was hosted by the African Development Bank.

Supporting and building professional M&E networks and CoPs is a key priority for CLEAR. These networks and CoPs are also important for establishing and developing demand for good M&E practices. CLEAR has been at the center of many of these efforts. In particular, it has been engaged in co-organizing and contributing to RedLacME, the South Asian Evaluation Conclave, the Benin Evaluation Association, and the South African Evaluation Association. CLEAR has worked with these associations to help define their objectives and agendas and has participated in delivering workshops and seminars and recommending international experts. CLEAR is also supporting EvalPartners in various ways: it contributed to the publication Evaluation and Civil Society and participated in the EvalPartners’ forum in Bangkok in December 2012 to outline how the CLEAR centers can support the development of professional networks at the regional level.

3.2.2. CLEAR Network Development

The program worked to create and refine the foundational supports on which the CLEAR network rests and will grow. This included:

- An updated theory of change
- An updated overall strategy for CLEAR strategy
- Tools and processes for developing capacity building programs

3.2.3. New Center in Brazil—Expanding to the Portuguese-Speaking World

In March 2013, the CLEAR Board decided to expand the program’s footprint into Brazil, based on interest expressed from the region and availability of funding from the Inter-American Development Bank. As a result, a competitive selection process was initiated in June 2013 and scheduled to conclude in November 2013, with a center in Brazil expected to join in early 2014. The CLEAR Brazil Center will be expected to partner with institutions in Northeast Brazil and to collaborate closely with the CLEAR Latin America Center in other regional activities across Latin America. In addition, the new center could provide some services to Portuguese-speaking countries in Africa.
Although it is now well established, CLEAR is a complex program requiring continuous refinements, adjustments, and solutions to challenges as they emerge during implementation. The Board commissioned a midterm evaluation, launched in late 2013, which will generate fresh insights for strategy and implementation. The evaluation will focus on issues that need to be considered, such as future governance, strategy for expansion, partnerships, and so on.

Annual reporting from the centers will also inform the grant renewals processes. The future grants will cover a longer period of time and the grant conditions will take into account implementation issues encountered during the first year of full grant implementation, such as delays in the appointment of Regional Advisory Committees members and centers’ staffing.

Finally, the global peer-learning component will be enhanced, beginning with the CLEAR Latin America Center organizing the global forum, with a specific focus on business planning for sustainability.
### APPENDIX 1: CLEAR’s Outcomes and Outputs

#### Results (Outcomes) | Key Performance Indicators
---|---
**Highest-Level Outcomes to which CLEAR Contributes**  
Stakeholders use evidence in making decisions for improved development results | 1. By 2018, 70 percent of strategic clients and stakeholders surveyed report increased use of evidence in decision making

**Higher-Level Outcomes to which CLEAR Contributes**  
Strengthened context-specific M&E systems and practices | 2. By 2018, an external evaluation commissioned by the Board indicates that centers have contributed to strengthening of M&E systems.
3. By 2018, an external evaluation commissioned by the Board indicates that at least 70 percent of CLEAR clients are using the knowledge, skills, or information they gained to raise evaluation practice

**CLEAR’S Outcomes**  
Regional Learning  
• Enhanced enabling environment and strengthened demand  
• Strengthened organizational capacity to produce and use evidence  
• Critical mass of professional expertise developed  
• Innovation in M&E  
Measures to be determined by each center

#### Results (Outputs) | Key Performance Indicators
---|---
**Regional Learning** | 1. By their third year, centers demonstrate in their work plans the capacity to address a range of M&E topics and methodologies (increase from baseline).
2. By their third year, centers demonstrate in their annual work plan the capacity to offer capacity building through a variety of modalities aimed at different capacity objectives (increase from baseline).
3. By their third year, at least 50 percent of each center’s clients are from outside of the center’s home country.
4. By their 3rd year, at least 80 percent of the center’s clients score the quality of service as a 4 or higher (on a five-point scale).
5. By 2018, an external evaluation indicates that the centers are functioning well with respect to their strategic plans and objectives

**CLEAR Program-Level Outputs**  
Strategically chosen capacity building outputs and activities of quality implemented regionally | 1. By 2012, five centers selected and operational (original target was four).
2. By 2018, an external evaluation indicates that the centers are functioning well with respect to their strategic plans and objectives.
3. By 2018, centers’ percent of revenue-generating activities and programs increase from baseline (targets will vary center to center)

**CLEAR Program-Level Outputs**  
Regional Centers Established and Functional | 1. By 2012, five centers selected and operational (original target was four).
2. By 2018, an external evaluation indicates that the centers are functioning well with respect to their strategic plans and objectives.
3. By 2018, centers’ percent of revenue-generating activities and programs increase from baseline (targets will vary center to center)

**Global Approach**  
Outcomes of Global Learning | 1. By 2018, center directors and staff report that they have been able to apply knowledge gained from other Regional Centers s through the CLEAR initiative.
2. By 2018, the regional centers choose to continuing sharing knowledge and expertise through a global network.
3. By 2018, a survey of strategic clients and stakeholders indicate that at least 80 percent recognize the CLEAR global brand as a source of excellence and innovation in M&E

1 Based on the updated theory of change.
## APPENDIX 2: Overview of Work Program

<table>
<thead>
<tr>
<th>Key Tasks, Milestones, and Deliverables</th>
<th>Period/Completion Date</th>
<th>Deliverables/Targets</th>
<th>Status (cumulative)</th>
<th>Status (July 2012-June 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REGIONAL APPROACH</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Regional Centers Selected</td>
<td>2010–12</td>
<td>Background studies and consultations with regional experts</td>
<td>Five centers selected by 2012</td>
<td>Brazil center (additional center) in the process of being selected—to be established early 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Demand assessment studies</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Development of selection criteria</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Five centers selected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Centers Operational</td>
<td>2011–18</td>
<td>Annual work plans, annual reviews, strategy updates</td>
<td>Ongoing/first consolidated report finalized in March 2013</td>
<td>Strategies to be updated in the next reporting period. Guidance on business planning for sustainability being designed for the global forum in Mexico (November 2013)</td>
</tr>
<tr>
<td><strong>GLOBAL LEARNING</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Global knowledge and capacity</td>
<td>2011–18</td>
<td>One international knowledge product/capacity building approach developed, per year</td>
<td>Developed and delivered</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Impact evaluation (1)</td>
<td>• Rapid evaluations course piloted</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Performance-based budgeting (2)</td>
<td>• M &amp; E fundamentals course developed</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Rapid evaluations</td>
<td>• Impact evaluation (3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Civil society innovations/approaches</td>
<td>• Performance-based budgeting (1)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• South Asia with Janasree—Gender monitoring; South Africa planning with Interaction</td>
<td></td>
<td></td>
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<tr>
<td>2011–18</td>
<td>Global program mentoring for implementing knowledge/capacity approaches, on demand and based on centers’ work programs</td>
<td>Mentoring and facilitation with experts provided to all centers</td>
<td>Ongoing through the capacity development streams</td>
<td></td>
</tr>
<tr>
<td>Key Tasks, Milestones, and Deliverables</td>
<td>Period/Completion Date</td>
<td>Deliverables/Targets</td>
<td>Status (cumulative)</td>
<td>Status (July 2012-June 2013)</td>
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<tr>
<td>----------------------------------------</td>
<td>------------------------</td>
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<tr>
<td>Peer Learning</td>
<td>2011–18</td>
<td>Annual global forum once per year, designed in collaboration with the sponsoring center.</td>
<td>2011/Paris 2012/Accra</td>
<td>2013/Tunis 2013/Mexico planned for November</td>
</tr>
<tr>
<td>Network Support</td>
<td>2011–18</td>
<td>Quality assurance guidelines, by end 2013  Operational manual, by end 2013  Network development activities—ongoing  Website, dissemination, and communications—ongoing</td>
<td>Ongoing  Taskforces on governance (report)  Knowledge-sharing through website design (report)</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**GOVERNANCE AND MANAGEMENT**

| Board Meetings | 2010–18 | Twice/year | Ongoing 2012-2013 plan prepared | Ongoing |
| Secretariat Work program | 2010–18 | Annual | | |
| Approval of Work programs | 2010–18 | Quarterly; annual reports | | |
| Reporting Monitoring | 2010–18 | Quarterly; twice-yearly on site | | |
| Evaluation | 2013–18 | Midterm by 2013 and final by 2018 | | Midterm evaluation scope of work planned (initial Terms of Reference) |
APPENDIX 3: Contributions to the Program, Budgets, and Expenditures

Table 1: Contributions to CLEAR, by Donor Agency

<table>
<thead>
<tr>
<th>Funding Agency</th>
<th>Receipts and Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian Development Bank</td>
<td>$450,000</td>
</tr>
<tr>
<td>African Development Bank</td>
<td>$100,000</td>
</tr>
<tr>
<td>Australian Government - Department of Foreign Affairs and Trade</td>
<td>$1,042,240</td>
</tr>
<tr>
<td>Belgium</td>
<td>$298,601</td>
</tr>
<tr>
<td>Department for International Development—UK</td>
<td>$4,710,074</td>
</tr>
<tr>
<td>Inter-American Development Bank</td>
<td>$900,000</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Swiss Agency for Cooperation and Development</td>
<td>$328,476</td>
</tr>
<tr>
<td>Swedish International Development Co-operation Agency</td>
<td>$4,689,949</td>
</tr>
<tr>
<td>World Bank Institutional Development Fund (IDF)/Direct Cash to Center</td>
<td>$995,790</td>
</tr>
<tr>
<td>World Bank IEG Cash Contribution*</td>
<td>$1,200,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,215,131</strong></td>
</tr>
<tr>
<td><strong>Total (non-World Bank)</strong></td>
<td><strong>$15,019,341</strong></td>
</tr>
<tr>
<td>Donor Funds Receipts Only</td>
<td><strong>$11,431,767</strong></td>
</tr>
</tbody>
</table>

*Note: In addition, the World Bank/IEG contributes approximately $400,000/year.

Table 2: CLEAR Expenditures and Projections, by Fiscal Year and Component

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Planned FY10-18</th>
<th>Expenditures and Commitments FY10-13</th>
<th>Projected FY14 (Year 3)</th>
<th>Projected FY15 (Year 4)</th>
<th>Projected FY16 (Year 5)</th>
<th>Projected FY17 (Year 6)</th>
<th>Projected FY18 (Year 7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional: Grants (Expenditures by Center + Commitments)</td>
<td>$13,412,197</td>
<td>$5,063,197</td>
<td>$3,099,000</td>
<td>$1,250,000</td>
<td>$1,850,000</td>
<td>$2,150,000</td>
<td>--</td>
</tr>
<tr>
<td>Regional: Direct Support, Demand Assessment, Selection</td>
<td>$919,408</td>
<td>$699,408</td>
<td>$220,000</td>
<td>--</td>
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<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Global</td>
<td>$1,637,505</td>
<td>$327,505</td>
<td>$385,000</td>
<td>$320,000</td>
<td>$300,000</td>
<td>$230,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Governance and Management</td>
<td>$1,366,408</td>
<td>$136,408</td>
<td>$615,000</td>
<td>$80,000</td>
<td>$80,000</td>
<td>$80,000</td>
<td>$375,000</td>
</tr>
<tr>
<td>Administration Fee</td>
<td>$675,754</td>
<td>$325,754</td>
<td>$70,000</td>
<td>$70,000</td>
<td>$70,000</td>
<td>$70,000</td>
<td>$70,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$18,011,272</strong></td>
<td><strong>$6,552,272</strong></td>
<td><strong>$4,389,000</strong></td>
<td><strong>$1,720,000</strong></td>
<td><strong>$2,300,000</strong></td>
<td><strong>$2,530,000</strong></td>
<td><strong>$520,000</strong></td>
</tr>
</tbody>
</table>

Note: Includes the multi-donor trust fund and the institutional development fund (IDF).
Figure 1: Summary Projections Through FY18, by Center (%)
APPENDIX 5: Governance and Management

CLEAR’s governance and management structure comprises a Board, the centers’ Regional Advisory Committees (RACs), and the Secretariat. This arrangement is expected to evolve as the program matures to meet new challenges and changing contexts.

Board
The Board is CLEAR’s main high-level decision-making body and comprises member representatives from donors to the trust fund managed by the World Bank Group. The Board is chaired by the Independent Evaluation Group of the World Bank Group. The Board invites participation in its meetings from non-Board members (such as the centers’ RACs or experts and officials from partner countries), as appropriate. The Board meets to set goals and policy directions for the program, reviews and approves work program and budgets, and commissions independent evaluations of the CLEAR program.

Regional Advisory Committees
Governance at the level of the centers includes RACs established by each center. RACs provide advice and guidance regarding the centers’ strategies and work programs based on their expertise and knowledge of regional issues with respect to M&E. This governance structure ensures participant diversity, country input, and stakeholder support.

Secretariat
The Secretariat, housed within the Independent Evaluation Group, develops the overall strategy, supports the planning and implementation of the work-plans of the centers, contributes to the global program, executes the Board’s decisions, and handles the administration of funds.
Board and Staff from Donor Agencies

Hans-Martin Boehmer
IEG, The World Bank (Chair)

Deborah Bowman
Australian Government - Department of Foreign Affairs and Trade (DFAT)

Bruce Courtney
The World Bank

Cheryl Gray
Inter-American Development Bank

Suganya Hutaserani
Asian Development Bank

Jacqueline Lienard
Belgian Development Cooperation Agency

Mohamed Manai
African Development Bank (AfDB)

Nancy MacPherson
Rockefeller Foundation

Rakesh Nangia
African Development Bank (AfDB)

Lennart Peck
Swedish International Development Co-operation Agency (SIDA)

Kellie Plummer
Australian Government - Department of Foreign Affairs and Trade (DFAT)

David Rider Smith
UK Department for International Development (DfID)

Elizabeth Robin
UK Department for International Development (DfID)

Valerie Rossi
Swiss Agency for Development and Cooperation

CLEAR Centers - Leadership

Anglophone Africa
Stephen Porter
Charles Amoatey (Ghana)
James Obuya Bagaka (Kenya)

Francophone Africa
El Hadji Gueye
Mady Koanda (Burkina Faso)

East Asia
Li Kouqing
Zhao Min

South Asia
John Floretta
Diva Dhar
Gemma Stevenson (Pakistan)

Latin America
Claudia Maldonado
Cristina Galindez

CLEAR Secretariat

Nidhi Khatri, Head
Ximena Fernandez Ordonez
Naoko Hosaka
Maria Gabriela Padrino
Esperanza Sadiua
Arianne Wessal
Maurya West Meiers