

CHARTER

REGIONAL CENTERS FOR LEARNING ON EVALUATION AND RESULTS (CLEAR)

(As current on May 5, 2015)

Rationale and Objectives

1. Management for results requires governments and civil society to have interest in and capacity to monitor, measure, and evaluate the performance of their programs. However, these capacities are weak in many countries, imperiling the effective management of their programs and therefore the achievement of results. While many seek to improve their capacities for results measurement and evaluation, appropriate, demand-responsive, and cost-effective capacity building services are rarely available in-country.

Description of the Program

2. The Centers for Learning on Evaluation and Results Program (henceforth referred to as “the Program”) is a collaborative effort to create replicable and inspiring examples of successful interventions in developing monitoring and evaluation (M&E) capacity, thereby contributing concretely to stronger M&E systems and capacities in countries around the world. The Program will bring together selected and highly recognized academic institutions or think tanks with other organizations such as foundations and multilateral and bilateral organizations in a global knowledge and M&E capacity development and delivery partnership. The Program’s goal will be achieved by simultaneously: stimulating demand for M&E capacity; developing and delivering innovative, responsive, contextually relevant, and cost-effective services; and learning from, documenting, and sharing experiences and knowledge gained from the development and delivery process. Thus, the Program is expected to promote replication of high-quality locally or regionally delivered capacity development services and inspire such efforts globally. The Program’s major benefit is expected to be *building the capacity to build M&E capacity*.
3. The specific objectives of the Program are to:
 - i. Select and support a limited number of academic institutions or think tanks/centers (“the Centers”) around the world (initially in sub-Saharan Africa, East Asia and the Pacific, Latin America, and South Asia) to set up programs designed to develop M&E capacity, through outreach, influence, and developing and delivering innovative, responsive, contextually relevant, and cost-effective capacity building services in M&E, both in their own countries, and, as appropriate, in other countries on a regional or sub-regional basis. Centers may be added as funding becomes available.
 - ii. Actively manage and drive the exchange of ideas, knowledge on M&E systems and methods as well as on the “how” of M&E capacity building interventions based on the contribution of Centers, so as to inspire and inform practitioners in government and civil society to learn from the Program’s experience and track record and to build M&E capacity in their respective contexts and organizations.

Program Activities

4. The Program will engage in three major sets of activities:

- i. **Centers for Learning on Evaluation and Results:** Select and support (through cash funding and technical assistance) in-country academic institutions or think tanks for establishing Centers for Learning on Evaluation and Results (CLEAR Centers) within their organizations with the mandate to stimulate demand for and to develop and deliver M&E capacity building services. Based on their strategies and comparative advantage, the Centers will build and strengthen their relationships with governments and civil society and with the network of CLEAR Centers participating in the Program. They will leverage funding and technical assistance obtained through the Program and from other sources, including fees, donations, sponsorships and the like. Importantly, they will develop, test, offer, and assess, and, where appropriate, pass on a revolving suite of innovative, responsive, contextually relevant, and cost-effective capacity building services. Their program of activities may include but not be limited to:

Knowledge and Learning Programs: Based on an assessment of knowledge and skills-gaps in specific agencies in specific countries:

- Purposefully develop and deliver customized short- and long-term courses/seminars on M&E for specific audiences (including governments, civil society organizations, and funding organization staff) to stimulate interest in and demand for M&E capacity as well as to build M&E knowledge and skills;
- Customize modules for mainstreaming into existing degree, diploma, or certificate courses and for training of trainers, designed to reach broader groups of young professionals expected to work in and shape key parts of society in the future.
In ensuring and tracking cost effectiveness and intended impact, the knowledge and learning programs will be developed and delivered deploying appropriate combinations of learning techniques and modalities, including class-room/group based learning, flipped-classroom set-ups, practical assignments, action learning, on-the-job learning, e-learning and distance learning.

Advisory Services. Purposefully choose and provide selected research and advisory services designed specifically for the impact these would have in: institutionalizing M&E practices; stimulating demand for M&E capacity and M&E capacity building services; and inspiring uptake and replication of other M&E capacity interventions offered (e.g. training, knowledge communities). This may include, for example, engagement in evaluations (and therefore learning by doing) and development of M&E systems within government agencies, civil society organizations, and the private sector.

Knowledge Communities

- Foster the creation and growth of (regional and global) knowledge communities around topics relating to M&E. Such knowledge communities will create fora for professionals as well as government officials and politicians to freely discuss and further refine M&E capacity efforts and to ensure continued growth in awareness of evaluation good practice;
- Offer resources on M&E capacity for knowledge communities to draw on, such as events, web-based collaboration or information spaces, twitter-based news services, webinars, and the like, so that the knowledge communities fostered can remain agile and alive, getting inspired through such resources.

CLEAR Centers commit to regularly and formally review their portfolio of interventions in order to identify relevant learnings suitable for them to adjust and refine their services and/or relevant for other providers of evaluation capacity development services. CLEAR Centers actively engage in knowledge sharing and learning across the CLEAR community, stimulating debates and taking from and contributing to the common knowledge base.

ii. **Global Knowledge Hub**

The second component of the Program will comprise setting up and managing a “Global Knowledge Hub”, including a set of resources, networks, and a team promoting, driving, and managing global knowledge-sharing and peer-to-peer learning activities specifically among the Centers but also more broadly (e.g., helpdesk, website, conferences, seminars, training, webinars, LinkedIn discussion groups) focusing on the specific range of innovations in M&E capacity development that is being tested and delivered by CLEAR Centers around the world. This set of activities may include, but is not limited to: government M&E and accountability systems, performance-based budgeting, social monitoring, and so on. The Global Knowledge Hub may also deliver selected technical work carried out in support of the Program and decided upon under the overall direction of the CLEAR Council.

iii. **Program Management and Administration**

The third component of the Program will support the management and administration of the Program through the CLEAR Global Knowledge Hub, including support to the governing bodies of the Program (*the CLEAR Council and the Funding Committee*) for partnership activities and administration of the trust fund established to support the Program.

Program Duration

5. CLEAR is a two-phase Program, with the first phase encompassing the early-stage/proof of concept years (2010-2014). The *CLEAR Council and its Executive Sub-Committee* may

recommend, and the *Funding Committee* may decide, on the nature and duration of the second phase of the Program, depending on a number of factors, including demand for the Program's activities and Program outcomes, as evidenced through evaluations, the periodicity of which will be determined by the Funding Committee.

CLEAR Program Participating Organizations/Units:

6. CLEAR comprises three distinct groups:

- i. CLEAR Centers - units or departments within academic institutions or think tanks that participate in the CLEAR program with a focus on M&E capacity development and a strong desire to succeed. Institutions or think tanks hosting a Center are committed to ensuring that internal processes and authorizing environment are conducive to delivering such success. Prospective CLEAR Centers join the Program at the point in time they enter a Trust Fund/Grant Agreement or sign an affiliation agreement with IEG. Invitation for membership is a decision taken by the Funding Committee, based on a competitive selection process and ongoing monitoring of performance and commitments along a set of agreed upon, transparent criteria.
- ii. Global CLEAR Funders - organizations from around the world, who are providing or have provided funding to the global CLEAR Program directly through the multi-donor trust fund (MDTF) at the World Bank; IEG is included in the group of global funders by virtue of hosting the overall program management function and administering the MDTF. Funding organizations may, in addition to contributing to the MDTF, provide cash or in-kind support to the Centers directly in alignment with CLEAR's Charter and overall Program strategy. Organizations that provide funding or in-kind support directly to the Centers but not to the MDTF will not be considered as a CLEAR funding organization for the purposes of this Charter.
- iii. The CLEAR Global Hub Team - the team at IEG at the World Bank Group responsible for the global knowledge hub and overall program management and administration.

CLEAR Program Governance and Decision-making

7. The governance structure of the Program will comprise *two main governance bodies*: (i) the CLEAR Council and (ii) the Funding Committee. The operations of the CLEAR Council and the Funding Committee will be supported by the Global Hub Team housed at IEG. The terms of reference for the governance bodies and the Global Hub Team are attached in Annex A to this Charter.

Selection of the Centers

8. Based on an initial call for expressions of interest, interested organizations will be screened and shortlisted against a set of criteria proposed by the CLEAR Council and approved by the

Funding Committee. Key criteria will include, but not be limited to: (a) demonstration of demand for services from government and civil society; (b) articulation of a clear strategy, business plan, and program of activities (a balanced portfolio) aligned with the demand and program goals; (c) the Center's host organization's commitment to support the Center's growth and service development and delivery through offering conducive administrative and management processes and enabling environments; and (d) the Center's host organization's reputation and capacity for outreach and influence, globally and regionally, in the field of evaluation and M&E capacity building, its commitment to enhancing knowledge creation and sharing in this field, as demonstrated by existing or future activities in M&E and results based management by the organization at large. The Global Hub Team will implement the selection process and short-list specific institutions. The Funding Committee will make the final selection decisions.

Funding and Support

9. The Program at large will rely on five streams of funding and support: (a) direct cash funding from bilateral and multi-lateral agencies, foundations, and other sponsors to the MDTF established at the World Bank; (b) direct cash funding to the Centers from governments, bilateral and multilateral agencies, foundations, and others sponsors; (c) Centers' income from fees from participants and other clients; (d) in-kind support provided by the World Bank Group and bilateral and multilateral organizations; and (e) in-kind and cash contributions from the Centers' host organizations.
10. Each funding organization that is contributing cash to the MDTF will enter into a trust fund agreement ("Administration Agreement") with the World Bank Group. Funding organizations' funds will be managed and administered by the Global Hub Team, based on this Administration Agreement and on decisions by the Funding Committee. The majority of these funds will be allocated directly to the selected Centers, transferred either through recipient-executed Trust Fund Agreements, Grant Agreements, or direct contracts. A smaller portion of the funds will be used for (a) the Global Knowledge Hub, and (b) program management and administration, including governance functions.

Monitoring and Evaluation

11. The Program will be subject to regular monitoring and evaluation. The Global Hub will submit an annual report to the CLEAR Council, based on the Centers' annual reports provided. The Annual Report will summarize performance of the portfolio in M&E capacity interventions, and it will provide key operational and financial Center-level as well as program-level data (including governance activities and global program implemented by the Global Hub). For details on decisions to be taken in light of performance, see Annex A on Governance. The Funding Committee will also commission independent evaluations as and when necessary. The Funding Committee will ensure the independence of such evaluations by appointing external and independent consultants or firms. The Global Hub will provide administrative support to evaluations as necessary. The M&E function will comply with the World Bank's fiduciary and reporting guidelines and requirements.

Collaboration with Other Programs Related to M&E

12. Through the Centers and the Global Hub, the Program will collaborate, as appropriate, with a number of initiatives that are addressing critical aspects of M&E to further the impact of its work. These include, for example, statistical capacity building, M&E communities of practice and networks, and impact evaluation initiatives, such as the 3IE.

Miscellaneous

13. This Charter will become effective upon its adoption by the first of the funding agencies to enter into an Administration Agreement with the Bank on the basis of the form of the Charter attached to such Administration Agreement. Amendments to this Charter may be made by the CLEAR Council in accordance with the terms of this Charter and will become applicable to the Administration Agreements as such amendments take effect without further need to amend the Administration Agreements, provided that such amendments do not conflict with Bank policies and procedures and provided further that in the event of any conflict with any Administration Agreement, the terms of such Administration Agreement will prevail. Any amendments to the Charter will be directed through the Global Hub for review and confirmation prior to consideration by the CLEAR Council.
14. The Program will be administered based on an Operations Manual developed by the Global Hub Team.

TERMS OF REFERENCE FOR THE CLEAR COUNCIL

1. **The CLEAR Council** (“Council”) includes representatives of all CLEAR groups (the global funders, the Centers, and the Global Hub) and is the key strategy setting body for the Program. The Council will set the directions and goals for the Program and assess its performance. It will also provide advice to and seek decisions from the Funding Committee regarding key aspects of the Program. The Council will be chaired by the Program Chief Executive Officer. Decisions will be reached by consensus.

2. **Specifically, the Council’s responsibilities** are as follows:
 - i. **Strategy:** Provide strategic direction to the Program
 - a. Propose selection criteria for CLEAR Centers to the Funding Committee
 - b. Decide upon on the core functional parameters of the Program, including:
 - i. Program vision and strategy
 - ii. Program theory of change and results framework
 - iii. Criteria and indicators for assessing performance of individual Centers and the program as a whole
 - iv. Approach to and process for portfolio management and delivery in M&E capacity using LEAP (Learning from Performance) reviews
 - v. Program direction beyond the formal end-date of the current program
 - c. Decide on incentives and programs that drive knowledge generation and sharing globally and within the CLEAR network
 - d. Approve a knowledge strategy and workprogram for the Program
 - e. Approve a fund-raising strategy for the Program
 - f. Approve a communications and outreach strategy for the Program
 - ii. **Performance and Accountability:** Provide advice to the Funding Committee, the Centers, and the Global Hub based on portfolio and performance reviews. Specifically:
 - a. Review Centers’ business strategies and plans
 - b. Review Centers’ performance based on:
 - i. The agreed upon business strategy and plan
 - ii. The agreed-upon indicators of performance
 - iii. The annual performance report (which includes decisions from the LEAP reviews) submitted by the Global Hub, including the Centers’ annual reports
 - c. Review Global Hub strategy
 - d. Review Global Hub performance based on
 - i. The agreed-upon indicators of performance
 - ii. Annual performance report submitted by the Global Hub (see also a.ii above)

- e. Provide recommendations for the Global/Centers' business strategies and plans
 - f. Provide recommendations to the CEO/Executive Committee regarding Program and performance management, based on the reviews
 - g. Approve the Program annual performance report
 - h. Propose to the Funding Committee common criteria for funding allocations (overall envelop for the Centers and the Global Knowledge Hub)
 - i. Provide advice regarding Program evaluation
- iii. **Governance:** Undertake activities that strengthen program governance and management, including:
- a. Propose and approve amendments to the Charter, subject to the Administration Agreements and Bank policies and procedures
 - b. Select an Executive Sub-Committee and other Sub-Committees (up to two at a time) to assist with carrying out the responsibilities outlined in this Terms of Reference
 - c. Invite individuals with a strong standing and reputation in the field of evaluation and M&E capacity to provide advice on program strategy globally and to the Centers, to participate in and contribute to annual meetings, and to recommend actions with respect to specific issues in M&E capacity development
3. **All members of the CLEAR Council** will also individually be responsible for:
- a. Participating actively in and contributing to the Council meetings and actions agreed to by the Council
 - b. Sharing key knowledge about global M&E developments
 - c. Developing/facilitating connections for each other and the Global Hub Team, based on the communications strategy
4. **Council Members representing the CLEAR Centers** will also be responsible for ensuring compliance with performance reviews, including LEAP reviews per guidance detailed in the operations manual. In addition they will responsible for working with their host institutions on designing and implementing effective outreach and influence strategies to support and drive CLEAR's overall goals.

Size, Composition, and Tenure

5. The CLEAR Council will include:
- i. One representative assigned by each of the global funders to the MDTF at the World Bank that contribute annually an average of US\$300 thousand or more per year (average calculated from the year Administration Agreement is signed to December 31 of the calendar year immediately preceding a given Funding Committee meeting); the total contribution may be a combination of cash contributions to the MDTF and cash transfers to a Center directly under the CLEAR program (and therefore subject to the Program Charter and aligned with the CLEAR program's strategy);

- ii. One representative collectively representing global funders contributing less than the requisite amount; the CEO will nominate and invite the representative on the basis of all global funders' no-objection within reasonable time ahead of a Council meeting;
- iii. Center Directors or their delegates representing the institutions that sign CLEAR grant agreements/Trust Fund agreements/Agreements with the World Bank to host a CLEAR Center;
- iv. Two representatives from IEG by virtue of IEG's in-kind contribution and as host of the MDTF: the Chair of the Council and Program CEO, and the Team Leader of the Global Hub.

6. Tenure will be valid as long the conditions are met for membership in the CLEAR Program.

The Executive Sub-Committee appointed by the Council

7. The CLEAR Council will select two members, representing the CLEAR Centers and the global funders respectively, to form an Executive Sub-Committee; the CLEAR CEO be the third member of the Executive Sub-Committee. The Council may delegate decision making on implementation to the Executive Sub-Committee so that the Sub-Committee would drive strategy implementation by taking key operational decisions as needed. The Sub-Committee may meet quarterly (virtually) or on an as-needed basis, as determined by the CEO. Decisions will be taken by consensus. The issues it will address will be decided at the Council annual meeting. The Executive Sub-Committee will be chaired by the Program Chief Executive Officer.

Management of Business

8. The Council will meet twice a year (at least once in-person), but business may also be carried out in between virtually. The Council's decisions and proposals/recommendations will be reached *by consensus*. Program funds may be used for Council-related activities (e.g., travel for Council members, based on principles of efficiency and economy). However, global funding organization members will bear the costs of their members' Council-related activities, including their time and travel.

9. The Council's agenda for the year, the in-person meeting venue and time, and the times for the virtual meetings will be established at the Council annual meeting. The Council's decisions and recommendations for the Funding Committee will be finalized within one week of the meeting.

10. The Council's operations will be supported, as needed, by the Global Hub Team, housed at IEG.

TERMS OF REFERENCE FOR THE FUNDING COMMITTEE

1. The Funding Committee (the Committee) will comprise funders to the MDTF established at the World Bank to finance CLEAR, based on the following membership rules:
 - i. Full membership will be reserved for funders contributing an average of US\$300 thousand or more per year (average calculated from the year Administration Agreement is signed to December 31 of the calendar year immediately preceding a given Funding Committee meeting); the total contribution may be a combination of cash contributions to the MDTF and cash transfers to Centers directly under the CLEAR program (and therefore subject to the Program Charter and aligned with the CLEAR program's strategy).
 - ii. One funder collectively representing the global funders contributing less than the requisite amount of cash (IEG will nominate and invite the representative on the basis of funders' no-objection); and
 - iii. Senior Manager from IEG
2. The Committee will be chaired on a rotating basis amongst its members, with support for the Committee meetings provided by the Global Hub Team at IEG. Decisions will be reached by consensus.
3. Specifically, the Committee will:
 - i. **Funding Strategy:** Determine the financial size of the Program
 - a. Approve the selection criteria for the Centers proposed by the CLEAR Council
 - b. Determine the number of Centers to be financially supported by the Program
 - c. Approve the Global Hub's recommendations for Center selection
 - ii. **Funding and Accountability:** Ensure adequate funding for operations and Program accountability and oversight. Specifically:
 - a. Consider advice from the Council regarding the criteria for funding allocation (overall envelopes to CLEAR Centers and to the Global Program), based on annual performance reviews
 - b. Consider audit reports provided by the World Bank, as outlined in the Administration Agreements
 - c. Based on the Centers' business plans recommended by the CEO, approve the annual financial plan for the CLEAR program, including specific funding allocations and grants to the Centers.
 - d. Commission periodic external reviews and end-of-program independent evaluation (on an as needed basis or when there is a referral from the Council or the CEO) and provide recommendations to the CEO and the Council regarding Program and performance management, based on external reviews and independent evaluation.

- iii. **Governance:** Review, and concur with, Council-proposed changes to the Charter, subject to the terms of the Administration Agreements and Bank policies and procedures
4. Individual members will also be responsible for:
- i. Developing/facilitating connections for the Centers and the Global Hub
 - ii. Sharing key knowledge about global M&E developments and knowledge from own agencies
 - iii. Advocating for the program based on the fund raising and communications strategies approved by the Council

Management of Business

- 5. The Funding Committee will meet two times a year (with at least one in-person meeting per year, on the margins of the Council annual meeting), but business may also be carried out in-between virtually, with any member of the team calling a meeting. The Committee's decisions and proposals/recommendations will be reached *by consensus*. The Committee members will bear the costs of their Committee-related activities, including their time and travel.
- 6. The Committee's agenda for the year, the in-person meeting venue and time, and the times for the virtual meetings will be established at the annual meeting. The Committee's decisions and recommendations for the CEO will be finalized within one week of the meeting.
- 7. The Committee's operations will be supported, as needed, by the Global Hub, housed at IEG.

TERMS OF REFERENCE FOR THE PROGRAM CHIEF EXECUTIVE OFFICER

IEG's Senior Manager responsible for the MDTF will serve as the Program's Chief Executive Officer (CEO). She/he will be responsible for directing and overseeing the implementation of the overall Program strategy. As the IEG Senior Manager, he/she will also serve as the ex-officio Chair of the CLEAR Council and the Executive Sub-Committee. Specifically, s/he will:

- i. Provide guidance to the CLEAR Council and the Executive Sub-Committee, initiating, chairing, and leading relevant decision making processes
- ii. Approve the Global Hub's strategy
- iii. Guide effective and efficient program implementation, ensuring consistency of the Centers' and Global Hub's workprograms to the agreed-upon strategy and program vision and objectives, based on the Council's guidance and the Funding Committee's decisions
- iv. Clear and sign all Administration Agreements with donors to the MDTF
- v. Clear and sign all Grant Agreements with Centers (based on their business plans), extensions, and closures, and contracts on the basis of the Global Hub Team's recommendations and subsequent approval of the Funding Committee
- vi. Approve the operations manual developed by the Global Hub Team
- vii. Lead the implementation of the fund-raising strategy
- viii. Represent CLEAR in external fora and groups

TERMS OF REFERENCE FOR THE GLOBAL HUB TEAM

1. The Global Hub Team will be responsible for implementing the Program globally and for the management and administration of the Program, based on the CLEAR Council's and the Funding Committee's guidance and decisions, and within the World Bank's policies and procedures applicable to the MDTF. The Global Hub Team will also be responsible for setting up and managing a "Global Knowledge Hub". It will report directly to the CLEAR Team leader who will report to the Program Chief Executive Officer. The Global Hub will be housed at the Independent Evaluation Group of the Bank, and staffed with Bank staff and secondees from funding agencies and partner governments.
2. The specific areas of responsibilities will be as follows:
 - i. **Strategy:** Participate in strategy development.
 - a. Develop and coordinate changes to the CLEAR vision and mission, theory of change, strategy, results framework, etc.
 - b. Develop, consult on, and finalize strategies related to fund-raising, knowledge, and communications
 - ii. **Governance:** Support governance functions across all governance bodies.
 - a. Organize Council and Funding Committee meetings and support other governance-related activities
 - b. Maintain and distribute clear records of amendments to the Charter
 - c. Organize other activities required by the CLEAR Council (and its Executive Committee) or the Funding Committee
 - iii. **Program Management:** Manage the Program, including:
 - a. **Manage the MDTF**, based on the World Bank Group's policies and procedures
 - b. **Implement Center selection and manage the grants**
 - Implement the selection process for the Centers
 - Recommend funding allocations to the CEO
 - Following WBG policies and procedures, implement the decisions of the Funding Committee regarding funding allocations, after CEO's clearance. Specifically, review and clear project documents and annual reports, and obtain legal, financial management, procurement, and trust fund reviews and clearances (as required by the Bank) to arrange for grants based on Centers' business plans.
 - Manage grants and contracts and supervise the use of funding by recipients (as required by the Bank)
 - Develop and deploy operating procedures for the grants and assist with WBG procedures required for grant implementation (e.g., clearances of contracts, procurement reviews, and so forth)
 - Prepare, for discussion by the Council and the Funding Committee, regular LEAP reviews of the Centers' portfolio
 - b. **Report on program performance:** Prepare and submit an annual report on the Program's operational and financial performance

- c. **Ensure consistency of implementation.** Develop, maintain, and periodically revise a program Operations Manual, based on the Program Charter and Administration Agreements
 - iv. **Global Knowledge Program Implementation:** Design and deliver the global component of the Program
 - a. Develop and coordinate the joint implementation of a Program-wide learning and knowledge-generation and management strategy that includes the Centers and wider stakeholders, based on the overall program theory of change
 - b. As part of the strategy:
 - Coordinate and conduct regular performance reviews (including portfolio reviews) – for the Centers’ as well as the global program – and support the Centers in identifying relevant learnings to ensure lessons are appropriately codified, made available, and used
 - Design a global learning and knowledge sharing program, including, as appropriate, training, conferences, knowledge-exchange programs, knowledge products, curriculum materials.
 - Maintain a collaborative resource-site on “Innovation by Centers for Learning on Evaluation and Results” (iCLEAR)
 - c. Ensure that the global knowledge strategy is tracked, monitored, and assessed through specific performance indicators
 - d. Connect the Centers to with regional and international experts
 - e. Provide technical advice and support to the Program, as needed
 - v. **Communications and Outreach:** Coordinate communications and outreach based on the communication strategy. Specifically:
 - a. Manage and promote internal and external communications
 - b. Manage partner relations
 - c. Maintain effective relationships with other potential funders, partner county governments, research and academic institutions, evaluation associations, communities of practitioners, local academics and NGOs, and other stakeholders
 - d. Maintain a Program website offering information regarding the Program and connecting external parties to knowledge and learning being generated through iCLEAR
 - e. Drive and support program branding
3. The Global Hub will be housed in IEG. The Bank will contribute facilities and staff time to the Team. During the second phase of the Program, the location and staffing of the Global Hub will be reviewed to assess whether it could be moved to a partner country location.