The CLEAR Initiative

The CLEAR Initiative is a collaboration of leading academic institutions around the world, designed to provide capacity development in monitoring and evaluation (M&E) and performance management (PM). These institutions were selected competitively to house CLEAR Centers. 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 to support the development and implementation of evidence-based policies and programs.

CLEAR receives financial and advisory support from development agencies and foundations with a stake in M&E improvements in public and philanthropic programs. Management of the program is through the CLEAR Secretariat, which the World Bank’s Independent Evaluation Group hosts. A Board composed of financial supporters to the program provides strategic guidance and oversight.

CLEAR approaches its work in a two-fold manner.

- **REGIONAL APPROACH** Regional centers develop and provide high-quality and relevant capacity development products and services in M&E and PM. These products and services rely on local ownership and perspectives from regional experts. Among the services provided are workshops, conferences, research, leadership development and support to M&E communities of practice. Many of the products and services developed regionally then influence CLEAR’s global efforts.

- **GLOBAL APPROACH** CLEAR generates innovative and internationally benchmarked M&E and PM knowledge and approaches to capacity development to benefit communities of practice in M&E. The topics developed are based on demands and interests from the regional centers and their stakeholders, those where CLEAR has a comparative advantage, or those that are “cutting edge” or frontier topics in the field of M&E and PM. CLEAR also facilitates peer learning, knowledge exchange, and mentoring across regions on what works, what does not, and why.
Introduction

Effective development is guided by evidence. But generating relevant and timely evidence and using it effectively has proven to be difficult. The capacity for developing and implementing contextually appropriate M&E and PM approaches varies across countries. Meanwhile, national reforms, civil society and citizens’ push for transparency and accountability, and an international focus on measuring and achieving development results are driving the need and demand for evidence and evidence-based programs and policies.

A series of international agreements — including the Millennium Development Goals (2000), the Paris Declaration (2005), the Accra Agenda for Action (2008), and the Busan Partnership for Effective Development (2011) — have clearly promoted evidence-based decision-making to improve development results. These agreements underscore the need to help countries improve their statistical, monitoring, and evaluation capacities and systems, and they call for an action plan to leverage diverse resources and build on South-South learning to do so.

CLEAR, established in 2010 as a multilateral partnership, is aligned with the objectives of these international agreements. Its vision is to promote development anchored in evidence, learning, and mutual accountability and to respond to the technical and institutional M&E and PM needs of partner countries.

This State of the Initiative Report provides an overview of the program, and its objectives, and its accomplishments from program inception through June 30, 2012. To learn more, see a video about CLEAR at http://www.theclearinitiative.org/clearvideo.html.
CLEAR aims to strengthen partner countries’ academic institutions to enhance government and civil society capacity in M&E and PM through the following:

- Create a network of competitively selected CLEAR Centers hosted by academic institutions across the globe.
- Develop a global public goods approach in M&E that benefits the CLEAR network and the M&E community internationally.

The centers collaborate with their regional constituents and partners to develop and provide relevant, cost-effective, and practical in-region knowledge and capacity development products and services. Their capacity development approaches range from short-term workshops to mentoring to research. By empowering the centers and their partners, CLEAR is enhancing regional knowledge and building institutional capacity for sustainable impact.

“The Busan High-Level Forum called for an action plan to address capacity gaps in monitoring progress and evaluating impact. Though small, CLEAR is demonstrating how the plan can be put into action. It focuses on results, and it does so by enabling partnerships and knowledge-sharing among clients.”

— Hans-Martin Boehmer, IEG, World Bank, CLEAR Chair
Figure 1 illustrates CLEAR’s overall theory of change. CLEAR’s work will evolve based on continued input by the centers and as the initiative matures and itself learns by doing.
Five CLEAR Centers were established between 2010 and 2012.

- **THE CLEAR ANGLOPHONE AFRICA CENTER** University of Witwatersrand in South Africa, with two partners, the Ghana Institute of Management and Public and 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 in China
- **THE CLEAR FRANCOPHONE AFRICA CENTER** Centre Africain d’Etudes Supérieures en Gestion in Senegal, with partner 2ie-International Institute for Water and Environmental Engineering in Burkina Faso
- **THE CLEAR LATIN AMERICA CENTER** Centro de Investigación y Docencia Económicas in Mexico

“What CLEAR is actually trying to do is go beyond the donors to the governments, the civil society, and the private sector in developing countries.”

— Bruce Courtney, World Bank
CLEAR Phases and Timeline

CLEAR’s three-phase approach was designed for the selection and development of the centers and the CLEAR Global program.

**Phase I: Selection**
- **2010**: Program established (Jan 2010)
  - Anglophone Africa (Mar – Dec 2010)
  - South Asia (Jun 2010 – Jan 2011)
  - East Asia (Sept 2010)
  - Latin America (Apr 2011 – Jan 2012)

**Phase II: Establishment**
- **2011**: Anglophone Africa (Dec 2011 – Dec 2012)
  - South Asia (Sept 2011 – Dec 2012)
  - East Asia (Oct 2011 – Dec 2012)
  - Francophone Africa (Oct 2012 – Dec 2012)
  - Latin America (Oct 2012 – Dec 2012)

**Phase III: Consolidation**
- **2012**: Anglophone Africa (Dec 2011 – Dec 2012)
  - South Asia (Sept 2011 – Dec 2012)
  - East Asia (Oct 2012 – Dec 2012)
  - Latin America (Oct 2012 – Dec 2017)

“The Centers are out there owning this program with enthusiasm and moving it forward.”

— Cheryl Gray, Inter-American Development Bank
Highlights from the Centers

The first year of the CLEAR Initiative focused on consolidating the centers’ core teams, refining longer-term regional strategies, and initiating program implementation. Although the overarching objectives of each CLEAR Center are the same, the centers develop different approaches to meet the opportunities and constraints posed by the sociopolitical and economic environments within their respective regions.

CLEAR Centers Established 2010–2011
CLEAR ANGLOPHONE AFRICA CENTER

The CLEAR Anglophone Africa Center was established in 2011 at the University of Witwatersrand in South Africa, and in collaboration with the Kenya School of Government and the Ghana Institute of Management and Public and Administration.

The countries in CLEAR Anglophone Africa have a broad spectrum of economic development, yet the region experiences a significant demand from many governments and civil society organizations for M&E activities.

Fostering Demand and Leadership

CLEAR Anglophone Africa established a comprehensive M&E capacity development program with the Presidency of South Africa, specifically with the Department for Performance Monitoring and Evaluation (DPME). This effort led the DPME to explore new opportunities for collaboration with the Budget Office of the South Africa Parliament.

Similar efforts are being explored in Uganda, Kenya, Ghana and other counties with emergent “systems” approaches to institutionalize M&E. With the DPME, CLEAR Anglophone Africa supported research regarding African countries M&E systems and convened the multi-country Africa Country Systems Conference. Participants discussed how bottlenecks in M&E systems can be addressed.

CLEAR Anglophone Africa is also working with nongovernmental organizations (NGOs) who are already engaging in M&E activities, but want to improve performance, especially in their grassroots efforts. The center has partnered with two NGOs to build their monitoring capacity: Black Sash, which engages in citizen monitoring of government grants, and HIVAN, an HIV networking organization.

Building and Supporting Networks

CLEAR Anglophone Africa has collaborated with and worked to strengthen the network of M&E professionals in the African Evaluation Association, the South African Evaluation Association, and the African Community of Practice for Managing for Development Results. For example, the center has provided workshops on the key topic of performance-based budgeting, which is not widely available in the region.

BY THE NUMBERS  ANGLOPHONE AFRICA

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<tr>
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<td>Clients in workshops</td>
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<tr>
<td>38%</td>
<td>Clients who were women in workshops</td>
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<td>92%</td>
<td>Rated capacity building excellent/good</td>
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CLEAR SOUTH ASIA CENTER

The CLEAR South Asia Center began operations in October 2011, at the Jamel Poverty and Action Lab South Asia (JPSPA) at the Institute for Public Management and Research (IFMR) in partnership with the Center for Economic Research in Pakistan. CLEAR South Asia also began to work with BRAC in Bangladesh and the Sri Lanka Evaluation Association. The center’s inaugural work has focused on seizing emerging opportunities with key organizations to strengthen their M&E capacity and to highlight the benefits of M&E for broader audiences.

CLEAR South Asia is home to the world’s largest concentration of the poor and presents some of the most complex sociopolitical challenges in addressing development problems. M&E efforts remain underutilized, and the evaluation profession is not widely recognized; yet South Asia is host to a vibrant civil society committed to monitoring government performance and holding government accountable.

Fostering Demand and Leadership in M&E

CLEAR South Asia worked with the Lal Bahadur Shastri National Academy of Administration to raise awareness of M&E for effective public management for India’s high level public officials from the Indian Administrative Service. Similar efforts were made with staff members from the Indian Parliament and the government of Maldives.

CLEAR South Asia also developed long-term engagements with respected civil society organizations. It launched an M&E research and capacity development program in collaboration with Kerala’s Planning Department and Janasree, the largest NGO in India. An initial workshop highlighted the need for gender-related outcome data.

BY THE NUMBERS  SOUTH ASIA

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<td>Clients in workshops</td>
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<td>36%</td>
<td>Clients who were women in workshops</td>
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<td>90%</td>
<td>Rated capacity building excellent/good</td>
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<td>120</td>
<td>Clients in Hands-on Mentoring</td>
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CLEAR South Asia Center participants in the Executive Education Course in New Delhi, India, July 2012.
CLEAR EAST ASIA CENTER

CLEAR continued to work with the Asia-Pacific Finance and Development Center (AFDC) through SHIPDET (Shanghai International Program in Development Evaluation Training) in 2012. AFDC, which already had an established relationship with the World Bank through the SHIPDET program, was grandfathered into CLEAR, becoming the CLEAR East Asia Center in 2012.

AFDC began working with the Shanghai National Audit Office, which trains all government officials in financial management and auditing, by introducing modules on M&E to deepen results-based management in the Chinese government.

AFDC continues to see high demand for its workshops such as SHIPDET and its more recent work with CLEAR. In collaboration with the International Initiative for Impact Evaluation (3ie) and CLEAR Global, AFDC also piloted a workshop on the topic of practical implementation of impact evaluation. This intensive, high-demand workshop was the first in the region with teams of policy makers, M&E professionals, and program managers from East Asia and the Pacific in attendance. Only 30 percent of about 150 applicants could be enrolled because of limited meeting space, and most enrollees participated as teams who were working on evaluations.

Building and Supporting Networks

In addition to working directly with the consumers and implementers of M&E, CLEAR South Asia/JPSA’s goal is to formalize evaluation activities within academia. They are working with IFMR’s Department of Higher Education, the Indian Institute of Technology in Madras, and the Teaching of Evaluation South Asia program to introduce M&E topics in their core courses as well as support communities of practice in M&E in India, Sri Lanka, and Nepal.

CLEAR South Asia/JPSA is also highlighting the role of technology in M&E by partnering with Fielddata to innovate real-time electronic data collection and publishing results on the Web.

This program is now facilitating Janasree’s community-based projects to incorporate such data as they develop solutions and measure gender-related results. Lessons from these projects will be disseminated via M&E network meetings and through webinars pioneered with the Canadian International Development Research Center office based in Delhi.

As part of its “learning by doing model,” CLEAR South Asia has initiated evaluation partnerships with JPSA on development issues in South Asia, such as education, women’s access to work, and rural employment. CLEAR South Asia/JPSA, following a request from the Secretary of Education of the Indian State of Haryana, is mentoring staff to conduct active research and evaluation based on the Right to Education Act. CLEAR South Asia and India’s Planning Commission are in discussions to develop an evaluation design and implementation plan for the Rural Employment Guarantee Scheme that will incorporate a mentoring program for local evaluators.

Presenters and organizers at the Impact Evaluation Course at CLEAR East Asia in Shanghai, April 2012.
CLEAR FRANCOPHONE AFRICA CENTER

The CLEAR Francophone Africa Center at the Centre Africain d’Etudes Supérieures en Gestion (CESAG) in Senegal was selected in January 2012.

Fostering Demand and Leadership in M&E

In February 2012, the CLEAR Francophone Africa Center launched a major assessment of the need and demand for M&E and PM in Benin, Mauritania, and Senegal. This assessment will help define the center’s engagement and capacity development strategy in the region.

A workshop is scheduled for 2013 to review the results of this assessment with key stakeholders, devise a specific work plan, and serve as the official launch of CLEAR Francophone Africa.

Building and Supporting Networks

CLEAR Francophone Africa initiated discussions with professional associations, such as the Senegalese Monitoring and Evaluation Association, the Francophone Evaluation Network, the Benin Evaluation Association, and the Niger Evaluation Association on how the center can better support their work. The center was recently invited to attend and contribute to the Benin Evaluation Days, sponsored by the government of Benin’s Bureau for the Evaluation of Public Policy.

To better respond to the regional needs and demand for capacity development, CLEAR Francophone Africa is exploring partnerships with high-profile academic and management institutions in the region, such as the Gestion de la Polities Economies Program in Côte d’Ivoire and the Institute Superieurs des Sciences de la Population in Burkina Faso.
CLEAR LATIN AMERICA CENTER

The CLEAR Latin America Center at the Centro de Investigación y Docencia Económicas (CIDE) was selected in January 2012. Officially launched in June 2012 by Mexico’s President Felipe Calderon, this inaugural event provided international visibility for CLEAR. The Mexican government has pledged its support for the Center with $1.5 million over the next three years with the Mexican Ministry of Finance and Consejo Nacional de Evaluación de la Política de Desarrollo Social (CONEVAL) serving as active participants in shaping the center’s agenda.

Fostering Demand and Leadership

CLEAR Latin America already has tackled basic and second-generation M&E issues facing Latin America. The culture of M&E is relatively well developed in the region with governments using M&E extensively and with civil society firmly engaged in the accountability process using M&E.

Center activities included a series of seminars on M&E in public security, which is a key issue in Latin American countries, and the publishing of a book on how evaluation recommendations can be implemented. The center is working with countries in the region to find “entry points” for M&E and to support champions for instituting and using M&E more effectively.

The center also is also becoming a chief convener of workshops on the technical issues of performance-based budgeting and impact evaluation.

Building and Supporting Networks

CLEAR Latin America is partnering with the Peruvian Ministry of Women and Vulnerable Populations and the Mexican Ministries of Finance, Social Development, and Foreign Affairs on the effectiveness of their programs. The center plans to become a core partner and knowledge provider within the Latin American M&E network.
CLEAR’s Global Approach

CLEAR’s Global Approach encourages partnerships among countries, funding organizations, leading regional institutions, and local stakeholders in order to contribute to solving development problems using monitoring, evaluation, and performance-based management. This collaboration reduces costly fragmentation and promotes integration of local and global knowledge and approaches to M&E. Countries face many similar challenges and increasingly seek expertise and knowledge from other countries to solve common problems. The ability to share information enables the CLEAR Centers to adopt best practices and adapt them to their own local needs.
A key component of the CLEAR Global Approach is developing materials on recognized M&E standards. Highlights of the Global Approach are:

- Educational, case-based and practical materials in both performance-based budgeting and impact evaluation. The materials were produced following the expressed needs of the centers because high-quality resources in capacity development for practitioners were unavailable.

- International experts collaborated with CLEAR Anglophone Africa, CLEAR East Asia and CLEAR South Asia to pilot and co-deliver workshops in performance-based budgeting. And the impact evaluation course was piloted with CLEAR Anglophone Africa and CLEAR East Asia. The centers are adapting this information to render them context specific for groups of clients and stakeholders within their own regions.

- CLEAR’s focus on quality and its practical approach to impact evaluation was underscored by a partnership with 3ie, a major funder of country-based impact evaluation teams across the globe. 3ie sponsored teams to attend CLEAR workshops. Through this ongoing partnership, CLEAR will become a source of knowledge and learning for on-the-ground 3ie teams.

- The CLEAR Global Approach also promotes peer learning and knowledge sharing through global forums. In June 2011, the first forum laid the groundwork for a common vision of the program. The process continued with the forum at Accra in January 2012 where all five centers and donor members discussed strategies for the centers’ capacity development efforts.

Several task forces were established to address new ideas for CLEAR’s next steps.

- **QUALITY ASSURANCE** Developing quality assurance processes for CLEAR’s M&E capacity development.

- **KNOWLEDGE SHARING** How CLEAR Centers can generate and share knowledge within and across regions.

- **GOVERNANCE** Current and future governance of CLEAR based on the principles of performance, legitimacy, efficiency, and strategy through regional representation and Regional Advisory Committees.

- **COMMUNICATIONS** How CLEAR’s resources can be a source of information for professional exchanges among the centers and regional experts through an online, Web-based platform.

- **CLEAR Global** also supported M&E networks and communities of practice, including the Latin American Evaluation Network, the South Asian Evaluation Conclave, and the Impact Evaluation Network through presentations on evaluation topics. CLEAR’s work on the practical impact evaluation course was featured at the conference “Mind the Gap: From Evidence to Policy” in Cuernavaca, Mexico, June 15–17, 2011.

The CLEAR Secretariat has developed the Clear Initiative website as a platform for knowledge dissemination and the sharing of the centers’ work (www.theclearinitiative.org).
Solving the Challenges Ahead

The CLEAR model is based on establishing an environment for practical, relevant, and high-quality M&E, recognizing and stoking demand, and building capacity to be responsive to that demand. The success of CLEAR requires a commitment by each host institution in the areas of leadership, management, and technical capability.

Each center is faced with a complex set of parallel activities:

- Stimulating demand for M&E at all levels, responding adequately to demand, and building core capacities to respond to evolving demand.
- Developing a strategy for building a revenue stream for the long-term for sustainability while balancing revenue-generating work with innovation and public goods that may not yield revenues and strengthening its position with its host institution.

To implement these activities well, CLEAR’s commitments are:

- Continuing to develop global knowledge and capacity development materials based on ongoing needs analysis, and encouraging implementation of this information.
- Providing peer learning and mentoring support.
- Updating the governance structure to include regional experts to benefit from regional advice and knowledge.
- Monitoring performance regularly and conducting a mid-term review.
- Establishing longer-term grants with the centers, enabling them to have stable medium-term funding while developing longer-term strategies with sustainability as the end result.

“CLEAR is key in terms of raising the awareness of the importance of using monitoring and evaluation information and getting government and other actors to monitor and evaluate their programs so decision-makers can make better decisions.”

— El Hadji Gueye, CLEAR Francophone Africa
Donors and the Board

CLEAR is governed by a Board, comprising representatives from the donor organizations that provide financial and advisory support. The Board members, who are leaders in the international community and experts on M&E issues, have guided the shaping of the program from its inception. The donor agencies supporting CLEAR include the African Development Bank, the Australian Agency for International Development, the Belgian Development Cooperation, the Inter-American Development Bank, the Rockefeller Foundation, the Swedish International Development Cooperation Agency, the Swiss Agency for Development Cooperation, the UK Department for International Development, and the World Bank.

Secretariat

CLEAR is managed by the Secretariat, housed at the Independent Evaluation Group of the World Bank. In particular, the program draws upon the World Bank’s:

- Experience with capacity development and South-South learning.
- Knowledge of global programs, governance, and public sector administration.
- In-depth experience and knowledge of evaluation across regions.
- Capacity to work with the institutional dimensions of results-based management.
- Experience with developing international networks and programs (e.g., the M&E network in Latin America, the International Development Evaluation Association, and the International Program for Development Evaluation Training).
- Ability to leverage partnerships with professional associations and communities of practice such as the African Evaluation Association, South African Monitoring and Evaluation Association, and 3ie.
- Expertise in and capacity for all aspects of trust fund management (e.g., legal, financial).

Regional Advisory Committees

Governance at the centers’ level includes Regional Advisory Committees, being established by each center to provide advice and guidance. Committee members will represent a variety of expertise and knowledge of regional issues with respect to M&E. This governance structure ensures participant diversity, country input, and stakeholder support.

The governance and management structure is expected to evolve as the program matures to meet changing needs and new challenges. For example, the Board will be expanded to include senior representatives from the regions in which the centers are based.

“Through learning, we need to be able to empower the countries, policymakers and practitioners to influence their entire public investment programs. This is the beginning of making a difference.”
— Rakesh Nangia, African Development Bank
Board and Staff from Donor Agencies

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

Deborah Bowman
AusAID

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)

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For more information, www.theclearinitiative.org

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