

CLEAR STRATEGY (2013 - 2018)

Development Anchored in Evidence, Learning, and Mutual Accountability

September 30, 2013

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Foreword

*** A short optional introduction written by a Board Chair or member ***

Introduction

The Millennium Development Goals (MDGs) defined a set of development targets to be achieved by 2015. Although a number of targets had been met by 2012, such as reducing extreme poverty by half, it is “not a time to relax,” noted Ban Ki-moon, Secretary-General, United Nations. More than half billion people still face the challenge of poverty.

Recent years have seen a rapid increase in the need and demand for evidence-based programs and policies to drive effective and equitable development. This need and demand have revealed serious gaps in partner countries’ capacity to generate evidence based on robust monitoring and evaluation (M&E) and performance management (PM) and to use that evidence for decision-making to achieve development results.

But capacity development is not easily achieved. It requires sustained, adaptable, and innovative approaches to fill the gaps in capacity and address the factors that constrain the use of that capacity.

CLEAR (Centers for Learning on Evaluation and Results), a multilateral partnership, was established in 2010 to strengthen a network of recognized regional academic institutions to lead sustained and innovative M&E and PM capacity-building in partner countries.

CLEAR’s strategy encompasses two main principles:

- dynamic learning-by-doing and experimentation to inform continuous refinement and testing
- integration of global standards and knowledge with context-specific know-how and practical implementation

CLEAR’s original strategy and charter were developed in 2010 and the strategy is updated here in 2013, maintaining the two principles. This updated strategy reflects experiences and lessons from the first three years of on-the-ground implementation, incorporates the ideas of the institutions participating in the program, and takes into account the rapidly changing context for M&E/PM supply and demand – more active communities of practice in M&E/PM, international academic institutions and programs engaged in research and capacity building, and greater national and international emphasis not just on monitoring but also on evaluation using a variety of approaches.

The updated strategy thus reflects an evolving understanding of how CLEAR can be better positioned achieve its objectives.

Context and Challenges

Effective and equitable development is guided by evidence. It requires that governments and civil society monitor, measure, evaluate, and make evidence-based decisions about the programs and policies that affect citizens' lives.

But generating relevant and timely evidence and using it effectively has proved to be difficult. The capacity for developing and implementing contextually appropriate monitoring and evaluation (M&E) and performance management (PM) approaches varies across countries and remains weak in many. At the same time, interrelated national and international forces have fueled the need and demand for results measurement and evaluation knowledge.

At the national level, concerns regarding equity and effectiveness of development programs have fueled citizens' and civil society's demand for transparency, access to information, and accountability for results. In addition, major public sector reforms, including decentralization and results-informed budgeting, have underscored the need for M&E and PM.

At the international level, the Millennium Development Goals (MDGs), agreed to in 2000, have resulted in an emphasis on measuring results in key development areas¹. Subsequent agreements, the Paris Declaration (2005), the Accra Agenda for Action (2008), and the Busan Partnership for Effective Development (2011), similarly reinforced accounting for results.

The evaluation of the Paris Declaration concluded that little progress had been made with respect to sound frameworks for monitoring results and concluded that "an enormous change of pace will be required." The 2011 Busan forum called for an action plan to build capacity to monitor progress, evaluate impact, and ensure results-focused management, and it emphasized leveraging diverse resources and south-south learning to do so. More recently, EvalPartners declared 2015 to be the Year of Evaluation to underscore more forcefully the need for evidence-based decisions.

As a consequence of these trends, professional networks and international programs equipped to demand and supply M&E expertise and knowledge are gaining strength across the globe, but with different degrees of influence, areas of expertise, and levels of quality and capacity². Academic institutions are beginning to pay attention by offering courses to M&E/PM professionals, and consulting firms are starting to populate a nascent market in the supply of M&E/PM services.

In addition, a wide range of international and national nongovernmental organizations have strengthened their own M&E/PM, learning and accountability capacities, among them Oxfam, PACT, and BRAC. But their reach is limited to their own constituencies, and they are often not connected with the larger national and regional institutions to scale up their activities.

Despite these shifts in demand and supply, challenges remain. On the demand side, countries are not implementing M&E/PM well enough to produce systematic and robust evidence and most have not advanced toward linking evidence to decisions. On the supply side, thoughtful and knowledgeable professionals and an appropriate range of services to build government, civil society, and philanthropic capacity to monitor and evaluate is still relatively limited.

CLEAR was established in 2010 to address these challenges.

¹ United Nations, *United Nations Millennium Declaration*, Res. 55-2, 2000.

² Examples include 3IE, JPAI, IPA. Also see for example, EvalPartners, <http://mymande.org/evalpartners>

Vision

Development anchored in evidence, learning, and mutual accountability

Mission

Through its network of regional Centers, CLEAR reaches across boundaries, languages, and cultures to lead, innovate, and influence capacity-building in monitoring and evaluation and performance management.

Theory of Change

CLEAR's immediate objective is to strengthen a network of regional academic institutions to host CLEAR Centers that become leaders in capacity development in M&E and PM.

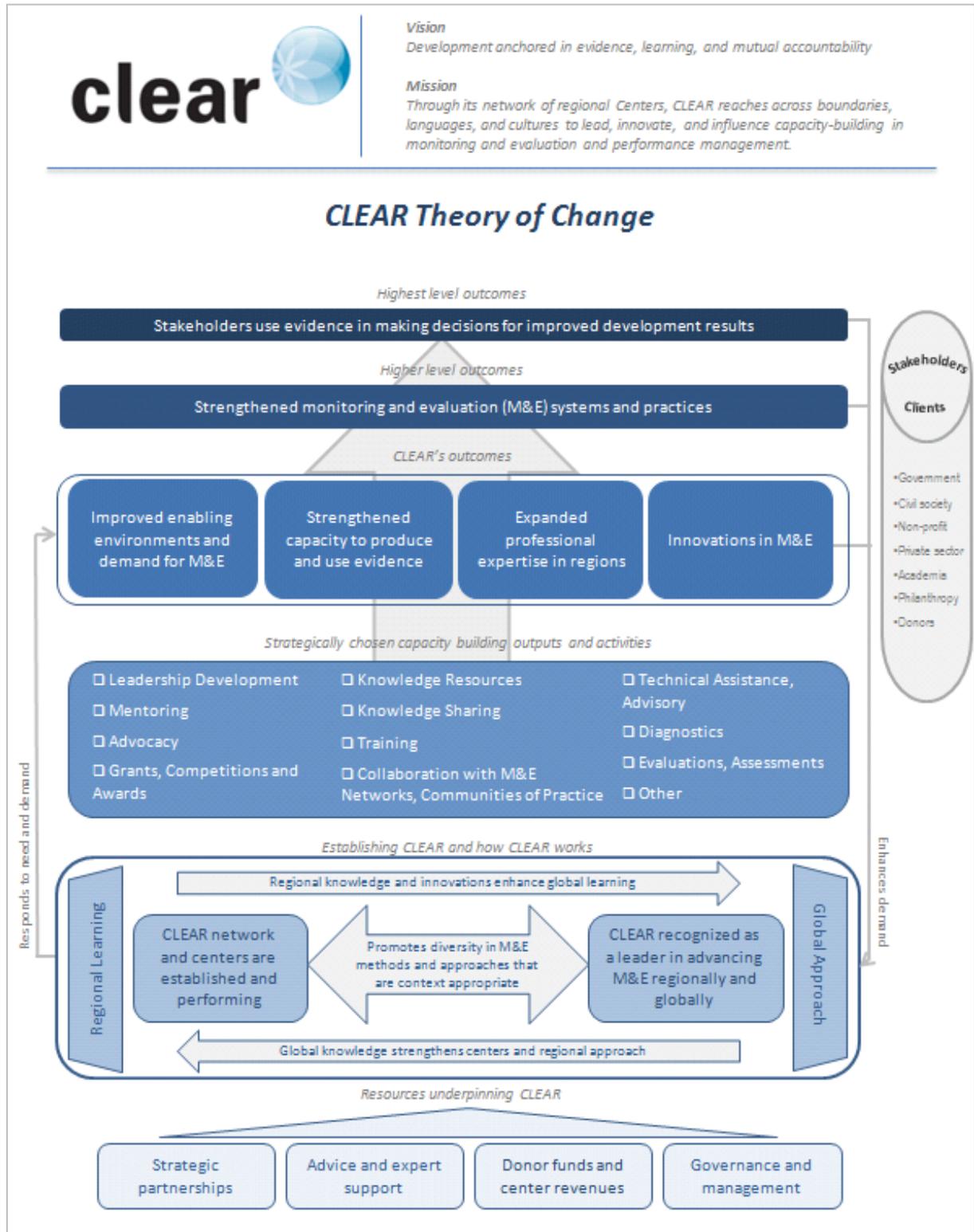
CLEAR's theory of change is illustrated in Figure 2. Although captured in static form the theory of change is based on a dynamic learning-by-doing model. The Centers engage in a complex set of parallel activities – stimulating demand and responding to demand with high quality services, while concurrently strengthening their own capacity in M&E/PM.

This theory of change is based on the following eight assumptions:

- Increased use of evidence in decision making will contribute to improved development results
- Strengthened context-specific and high-quality M&E systems (organizational processes and structures, incentives, etc.) and practices will lead to greater use of evidence by decisionmakers
- Improved enabling environment (e.g., incentives, legislation, institutional relationships, communities of practice) and demand for M&E and PM will support effective use of M&E and PM as tools for development
- Capacity at both levels –organizational and professional – and on both supply and demand sides – is needed to strengthen M&E and PM systems and practices
- Innovations in M&E/PM will drive context-specific, practical, and cost-effective approaches
- Capacity is built through a variety of strategically selected context-specific approaches suitable for the clients' needs and demands
- Regional institutions are well placed to lead capacity building, because they are able to work on a consistent and sustained basis across different clients– government, civil society, donors – and identify champions, leaders, professionals who will use M&E
- Global knowledge and standards customized to suit regional and local contexts are central to building capacity

The theory of change is supported by: 1) Center-level work programs that focus on close collaboration with strategic stakeholders and partners at the regional level and developing sustainable and cost-effective models of capacity development; 2) global peer-learning; and 3) continual improvement of the CLEAR program through monitoring, evaluation, and evidence-based decisions. Performance indicators and targets related to the theory of change are noted in Annex A.

Figure 1. CLEAR Theory of Change



CLEAR at Work

CLEAR comprises two main components

- **Regional Approach**– strengthen CLEAR Centers to provide applied, practical, and innovative M&E capacity-building services across the region in which they are based
- **Global Learning** – generate, aggregate, and disseminate global knowledge and peer-learning about what works, what doesn't, and why, to strengthen the expertise of the CLEAR Centers and communities of practice on M&E across regions

Approximately 80 percent of the budget is devoted to Regional Approach and 10 percent to Global Learning. The remaining 10 percent is used for program governance and management, including regular monitoring and reporting and mid-term and final evaluations. A broad overview of the work program under each component is outlined in Annex B. This overview will guide the development of the annual work programs and associated budgets.

Regional Approach

The CLEAR Centers are the backbone of the program. CLEAR competitively selected existing academic institutions in partner countries to host and develop the Centers.³ Having well-established academic institutions with regional influence uniquely provide opportunities for reputational transfer to the centers, existing capacity building strengths, expertise, and so on.

Working across the region with key clients and influential stakeholders, the regional Centers' objectives are to:

- Enhance the enabling environment and foster demand for M&E
- Strengthen organizational capacity to produce and use evidence
- Build critical mass of professional expertise
- Lead innovation in M&E and PM

At the same time, the CLEAR centers will build their own leadership, technical, managerial, and administrative capacities for long-term sustainability. Over a five year period, the Centers will develop revenue-generation and financing models in which strategically important activities that do not generate revenues are subsidized through revenue-generating programs.

Box 1. Example of Enhancing the Enabling Environment

The Center in Anglophone Africa is collaborating with South Africa's Department for Performance Monitoring and Evaluation (DPME), South Africa, to strengthen M&E systems in African countries. As a first step in this process, CLEAR and DPME commissioned studies of six African countries' M&E systems conducted by African researchers. The results were presented at a conference hosted by the DPME with subsequent plans for improving the systems comprehensively – incentives, institutional relationships, processes, and knowledge and skills of professionals – based on peer-learning approaches.

³ The Center for East Asia was folded into the program, based on its existing relationship with IEG.

Box 2. Example of Leading Innovation in M&E

The Center in South Asia is highlighting the role of technology in M&E. It is showcasing the methodology and teaching South Asian M&E professionals how mobile telephones can be used for real-time data collection and for making the data publicly available cost-effectively.

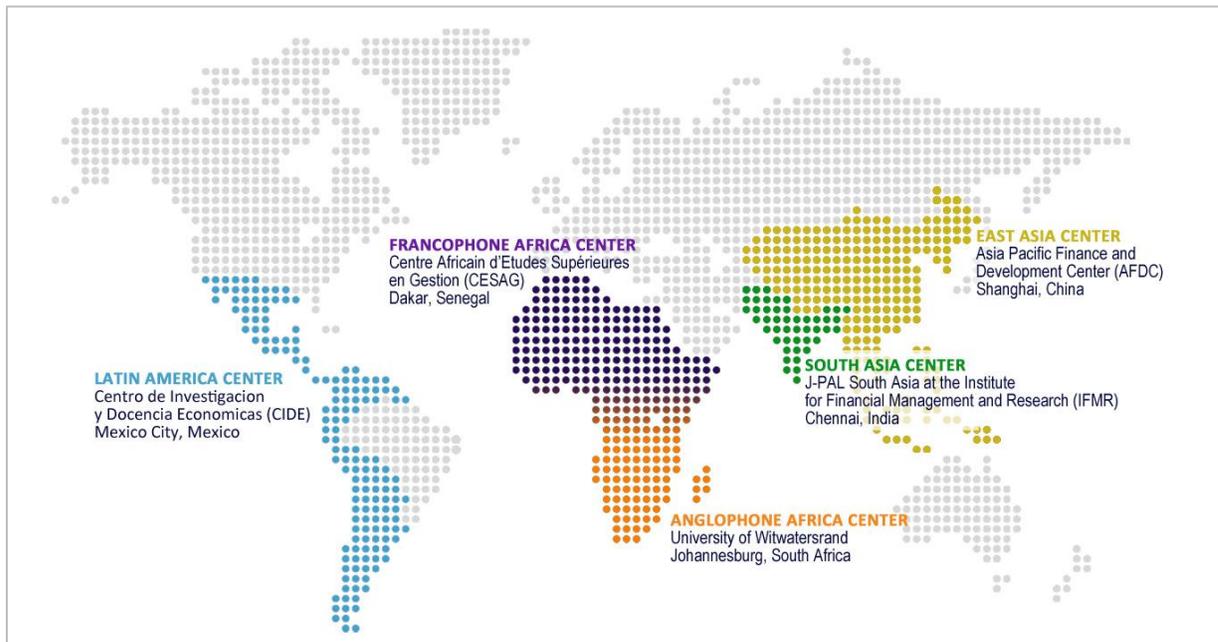
Box 3. Example of Diversity of Stakeholder Reach

Governments are typically the main actors in M&E/PM services. Nevertheless, there is a need for more pivotal and politically-neutral participation of academic institutions, private sector, civil society and other organizations with M&E/PM services. The Center in Latin America has had, as an organizing principle, the approach of hosting activities designed to foster learning and sharing among these diverse stakeholders.

The Centers' regional strategies and approaches are described in each Center's project document.

As of 2013, CLEAR has established five Centers: two in Africa (Anglophone Africa and Francophone Africa), two in Asia (East Asia and South Asia), and one in Latin America. The selection of a center in Brazil is expected to be concluded by the end of 2013. Additionally, in order to have pre-established guidance for questions about future expansion, the Board has asked the Secretariat to develop an *Expansion Strategy Paper*, which was given to the Board in September 2013, to be discussed more fully in a future Board meeting.

Figure 2. CLEAR Centers



Box 4. CLEAR Centers

Anglophone Africa Center

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



East Asia Center

- Asia-Pacific Finance and Development Center, China



Francophone Africa Center

- Centre Africain d'Etudes Supérieures en Gestion, Senegal
- ZIE, Burkino Faso*



Latin America and the Caribbean Center

- Centro de Investigación y Docencia Económicas A.C. (CIDE), Mexico.



South Asia Center

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



Global Learning

CLEAR's global learning component anchors the overall program by supporting the regional Centers, generating innovative and internationally benchmarked knowledge of and approaches to capacity development, and building international brand recognition.

Specifically, this component:

- **Develops and shares global knowledge.** CLEAR develops, aggregates, and shares global knowledge and expertise to strengthen the Centers' technical and professional capacity and to benefit the wider M&E communities of practice. It particularly identifies and fills gaps in knowledge needed at the regional level.
- **Facilitates peer-learning through the network.** CLEAR facilitates peer-learning, knowledge-exchange, and mentoring across regions on what works, what does not, and why.

Box 5. Examples of Global Knowledge and Peer Learning

Global Knowledge. Based on increasing demand from partner countries and organizations, CLEAR has developed a two-week, in-depth, hands-on technical course on impact evaluation not available elsewhere. For example, the upcoming course in Uganda in June 2013 attracted 300 applicants and core funding partnership from 3IE and the World Bank. International experts collaborate with Center staff and regional experts to conduct the course for teams of regional professionals implementing impact evaluations. The workshops use regional examples and hands-on learning exercises. Through the CLEAR workshops, the participants also connect with others doing similar evaluations and with organizations and partners that demand their expertise.

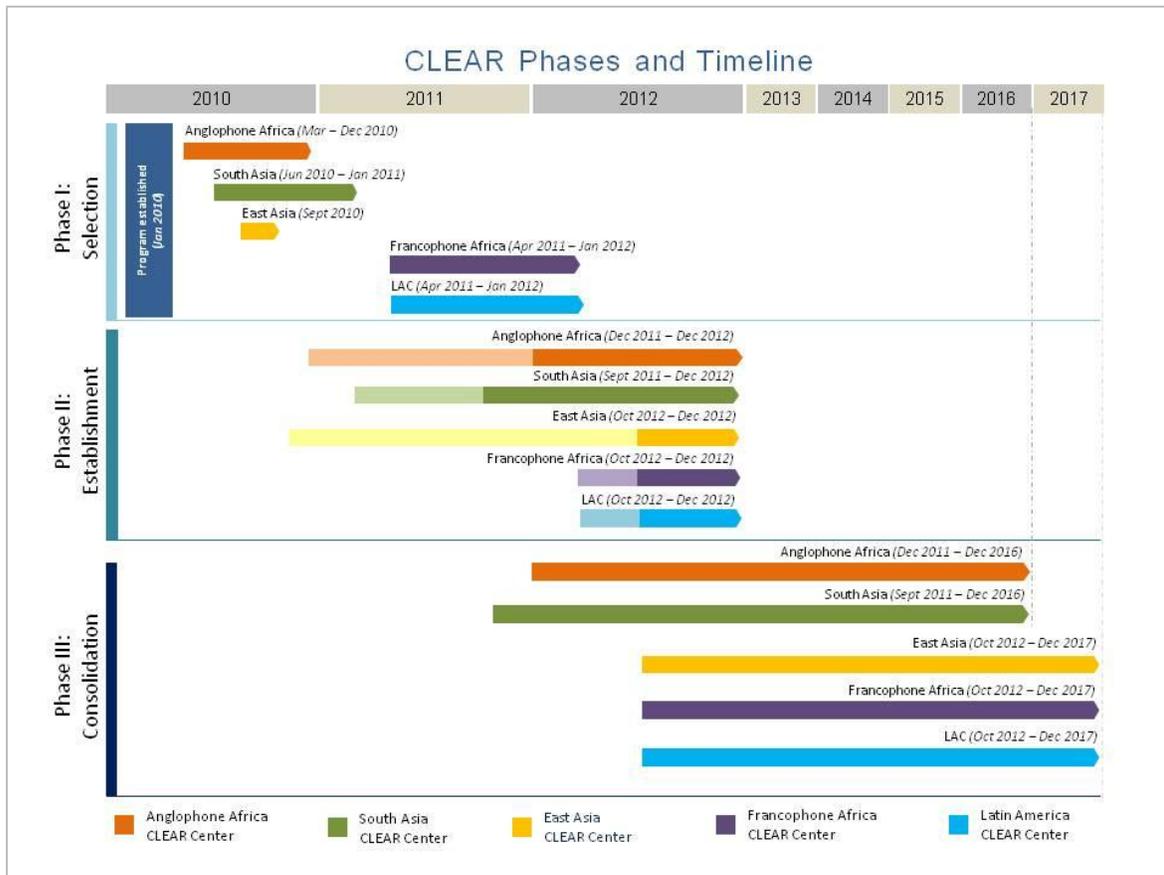
Peer-Learning. CLEAR hosts an annual peer-learning forum for Centers and their partners. The Center in Latin America will host the next forum to analyze lessons on M&E from developments in Latin America, a region leading in how to institutionalize and use M&E, and to pilot a seminar on developing champions and leaders on the use of evidence for policymaking.

CLEAR Phases of Development and Timeline

CLEAR is envisaged to run initially for five years for each selected Center. Starting in 2011 with the selection of the first CLEAR Center (whose initial funding will end with 2016) to the addition of the fifth CLEAR Center in 2012 (whose initial funding will end in 2017), the program will support regional Centers for a limited time. The Board will determine whether, and how, the program is expanded to additional Centers and regions, based on a number of factors such as regional needs, demand, and resources. Figure 3 shows the timeline.

CLEAR’s strategy is to enable financial and technical support to assist the Centers to establish themselves, become recognized for their expertise and services, and begin generating income. The institutions’ sustainability and income-generating model will take time to evolve, depending on context and demand. A full evaluation in 2017 will assess progress and provide new directions to the program.

Figure 3. CLEAR Phases and Timeline



Phase I: Center Selection (2010 – 2013)

The first phase of CLEAR consisted primarily of getting the program started. From developing and implementing a competitive process to selecting the regional institutions to house the CLEAR Centers, to establishing a functioning governance structure and operational procedures for the program, CLEAR became a reality during phase one.

Phase II: Strengthening Regional and Global Capacity (2012 –2014)

After the initial selection of Centers, the program is now focused on strengthening the capacity of the Centers. During this phase the Centers are working on building demand for their services, networks, and service delivery capacity by:

- Beginning their capacity building programs on a start-up and pilot basis
- Refining their regional strategies based on initial implementation
- Further establishing their leadership and technical capacity and credibility
- Strengthening their management and administrative capacity
- Beginning institutionalizing the program in the host academic institutions

The global program is assisting with developing global knowledge, strengthening regional Centers capacities, and also developing and piloting a deeper cross-regional program encompassing the Centers and their stakeholders.

Phase III: Creating Regional and Global Sustainability (2013 – 2017 and beyond)

The third phase, which CLEAR is now entering, shifts the emphasis to developing ongoing engagements with clients and constituents in key government agencies and civil society organizations and networks. Through a rich network of partnerships, the Centers will draw on local, regional, and global innovations – in content and approach – to better meet the needs of developing country constituents, while combining quality, depth, and practicality in their work programs.

Thus the emphasis of the program will gradually shift from an “incubation” and “seed investment” to a sustainable decentralized capacity development model. The global component in phase three will continue to assist the Centers with their leadership, technical, management, and administrative capacities and for developing a network of practice that draws on regional and global knowledge and innovations.

As part of this work, the Centers will engage in developing and implementing global programs that support the development of the network and take peer-learning forward.

Governance

CLEAR's governance structure comprises a Board, the Centers' Regional Advisory Committees (RACs), and the Secretariat. The governance and institutional arrangements are expected to evolve as the program matures to meet new challenges and changing contexts.

Board

The Board is CLEAR's main high-level decisionmaking body and comprises member representatives from the organizations⁴ providing financial support to the program through the trust fund established at the World Bank. The Board invites participation in its meetings from the non-Board members (such as Centers' RACs or experts and officials from partner countries) as appropriate. The Board meets at least twice a year to set goals and policy directions for the program, review and approve work programs and budgets, and commission independent evaluations.



Regional Advisory Committees

Governance at the level of the Centers includes Regional Advisory Committees (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. The Centers select their own RAC members with the approval of the Board.

Secretariat

The CLEAR program and associated funds are managed by a Secretariat. The Secretariat is currently hosted at the Independent Evaluation Group (IEG) of the World Bank to leverage the Bank's resources, expertise and convening power. The World Bank manages the trust fund and carries the fiduciary and legal responsibility for the program. The Secretariat develops the overall strategy, manages the grants to the Centers, contributes to the global program, executes the Board's decisions, and handles the administration of funds.

The Secretariat is headed by a senior professional member of IEG and staffed with professional and administrative World Bank staff. The Head of the Secretariat reports to the IEG Director on CLEAR's Board.

The governance structure will be reviewed by 2017, once the initial funding phase is close to completion. The review will assess how the CLEAR Centers are functioning in their regions and as a network. One key of the aspects of this review will be to determine whether the Secretariat could be shifted to one of the Centers (among other choices). This review will also include an assessment of the functions of the Secretariat and how it could continue to operate in the future.

⁴

CLEAR's Value Proposition

CLEAR's value is in its comprehensive approach to meeting the complex challenge of developing M&E capacity across the globe. CLEAR's work is as much about generating public goods and directly building country capacity as it is about a sustainable model in which the selected regional institutions begin operating independently of direct program funding. It requires upfront investment of resources – intellectual and financial – not readily available in partner countries.

Box 7. CLEAR's Value Proposition

- Innovation
- Ownership
- Excellence
- Sustainability
- Partnership

Innovation through global-local integration. CLEAR facilitates the integration of context-specific knowledge, experience, and on-the-ground implementation with global standards by developing a rich network of regional and international partnerships. More than a collection of Centers with a centralized pool of funding, CLEAR's comparative advantage is in connecting international best practices with local needs and demands.

Ownership by clients. CLEAR represents a gravity shift toward partner country ownership by enabling the Centers to drive capacity development in partnership with their clients and customized for relevance to country contexts.

Branding through excellence. By ensuring high quality and standards, CLEAR allows institutions not only to build the CLEAR brand but also to establish their own reputations for excellence in M&E capacity development.

Sustainability. By strengthening the institutional capacity of competitively selected and well regarded academic institutions, CLEAR focuses on building *sustainable* in-region capacity to build capacity. CLEAR requires the Centers to develop a business model that is ultimately self-financing.

Partnerships to reduce fragmentation. CLEAR changes the way in which countries and donors work together. It catalyzes collaboration across the globe and reduces costly fragmentation of support for evaluation capacity development by working in partnership with ten donors and five institutions with their partner academic institutions and in-country financial supporters.

Risks and Risk Mitigation

It takes time and perseverance to build sustainable institutional capacity focused on achieving long-term goals, and to base it on a model that is decentralized, networked, and ultimately self-sustaining. The work is new and inherently risky.

Risk to strategic focus. Because of the number of donor and institutions involved, and because the program rests on a decentralized implementation model, there is a risk that the vision, mission, and overall strategy could be diffused. This risk will be managed by regular Board and Center meetings, decisions focused on achievement of the vision and mission of the program, and regular monitoring and evaluation.

Risk to CLEAR brand and reputation. CLEAR's brand faces reputational risks if, as the Centers become operational and receive demands for services, they lack the requisite capacity for the volume and quality of delivery required. This risk will be managed by instituting quality standards, and expert mentoring and support through the global program to enable the Centers to work selectively, strategically, and with high standards.

Risk of slow implementation. There is a risk of slow implementation of the program due to the legal, financial, and procurement requirements of the World Bank, which carries the fiduciary and legal responsibility for the program. This risk will be managed by working closely with the Bank teams responsible for these issues. On the host institutions' side, there is risk of slow implementation due to government clearance procedures or host institutions' requirements. This risk will be managed by keeping in close contact with all stakeholders engaged in clearing or facilitating program implementation.

Risk to long-term sustainability. The longer-term sustainability of the CLEAR Centers will depend on devising business models that blend income-generation with forward-looking demand-stimulating work and innovations that may not yield revenues. The host institutions will also need to take charge of strengthening the position of the Center within the institution. The risk to long-term sustainability will be managed by strengthening the Centers' leadership, management, and technical capacities, and ensuring that they build strategies that include income-generation activities (although this may not be feasible in some environments). In addition, the host institutions' governance and management bodies will be engaged in program development to ensure their ownership of the Centers' work. To further the sustainability efforts of the centers, at the 4th Global Forum, a major section of the "working days" will be devoted to business planning for guiding the work of the centers and program – for sustainability.

Risk to governance. There is a risk that a lack of common understanding of the roles and responsibilities of the various partners – the Board, the Secretariat, the host institutions, and the Centers' management – will lead to poor decisions and weak coordination. This risk will be managed by regular meetings and reviews of different groups' responsibilities.

Numerous key program-level decisions will have to be made in the coming years to manage risks and ensure the long-term success of the CLEAR program. These decisions will be screened through the set of questions noted in Annex C.

Annex A - Performance Indicators and Targets

<i>Results</i>	<i>Indicators</i>	<i>Targets</i>
<p>Highest-Level Outcomes to which CLEAR Contributes</p> <p>Stakeholders use evidence in making decisions for improved development results</p>	<p>1. Strategic clients (those who are important for influencing changes in M&E systems) report they are using evidence for decisionmaking</p>	<p>1. By 2018, 70% of strategic clients and stakeholders surveyed report increased use of evidence in decision making</p>
<p>Higher-Level Outcomes to which CLEAR Contributes</p> <p>Strengthened context-specific M&E systems and practices</p>	<p>1. Strategic clients report that CLEAR regional Centers have contributed to the strengthening of M&E systems</p> <p>2. Strategic clients report that they apply what they have learned from CLEAR.</p>	<p>1. By 2018, an external evaluation commissioned by the Board indicates that Centers have contributed to strengthening of M&E systems.</p> <p>2. By 2018, an external evaluation commissioned by the Board indicates that at least 70% of CLEAR clients are using the knowledge, skills, or information they gained to raise evaluation practice</p>
<p>CLEAR'S Outcomes</p> <p>Regional Approach</p> <ul style="list-style-type: none"> • Enhanced enabling environment and strengthened demand • Strengthened organizational capacity to produce and use evidence • Critical mass of professional expertise • Innovation in M&E 	<p>1. Centers' range of capacity development increases from baseline to encompass different objectives, modalities, and M&E methodologies to address M&E capacity at different levels</p> <p>2. Centers work with strategic clients and stakeholders for their region</p> <p>3. Centers provide services in countries throughout their region</p> <p>4. Centers lead M&E innovation within their regions</p> <p>5. Clients indicate that the Centers' services and</p>	<p>1. By their 3rd 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)</p> <p>2. By their 3rd year, Centers demonstrate in their work plans the capacity to address a range of M&E topics and methodologies (increase from baseline)</p> <p>3. By their 3rd year, at least 50% of Center projects engage clients from outside of the Center's home country.</p> <p>4. By their 3rd year, at least 80% of service clients score the quality of service as a 4 or higher (on a 5 point scale).</p> <p>5. By 2018, an external evaluation indicates that the</p>

<i>Results</i>	<i>Indicators</i>	<i>Targets</i>
	activities are of high quality	Centers are functioning well with respect to their strategic plans and objectives
CLEAR Program-Level Outputs Regional Centers Established and Functional	<ol style="list-style-type: none"> 1. Centers established in host institutions 2. Centers functioning well against their plans 	<ol style="list-style-type: none"> 1. By 2012, five Centers selected and operational 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' % of revenue-generating activities and programs increase from baseline (targets will vary Center to Center)
Outcomes of Global Learning <ul style="list-style-type: none"> • CLEAR global knowledge • Peer-learning through the network 	<ol style="list-style-type: none"> 1. CLEAR is recognized for excellence and innovation in supporting regional Centers 2. CLEAR Centers and their constituents participate the CLEAR global programs and peer-learning events 3. CLEAR develops high-quality global knowledge products and capacity development approaches 	<ol style="list-style-type: none"> 1. By 2018, Center directors and staff report that they have been able to apply knowledge gained from other regional Centers through the CLEAR initiative 2. By 2018, the regional Centers elect 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% recognize the CLEAR global brand as a source of excellence and innovation in M&E

Annex B - Overview of Work Program

<i>Key Tasks, Milestones, and Deliverables</i>	<i>Period/Completion Date</i>	<i>Deliverables/Targets</i>
REGIONAL APPROACH		
Regional Centers Selected	2010- 2012	Five Centers Selected
Regional Centers Operational	2011-2018	Annual Work Plans, Annual Reviews, Strategy Updates
GLOBAL LEARNING		
Global knowledge and capacity	2011-2018	One international knowledge product/capacity building approach developed, per year
	2011-2018	Global program mentoring for implementing knowledge/capacity approaches, on demand and based on Centers' work programs
Peer Learning	2011-2018	Annual global forum once per year, designed in collaboration with the sponsoring Center.
Network Support	2011-2018	Quality assurance guidelines, by end 2013 Operational manual, by end 2013 Network development activities – ongoing Website, dissemination, & communications– ongoing
GOVERNANCE AND MANAGEMENT		
Board Meetings	2010-2018	Twice/year
Secretariat Work Program	2010-2018	Annual
Approval of Work Programs	2011-2018	Annual
Reporting	2010-2018	Quarterly; Annual reports
Monitoring	2010-2018	Quarterly; Twice-yearly on-site
Evaluation	2013; 2018	Mid-term by 2013 and Final by 2018

Annex C – Guiding Questions for Making Strategic Decisions

Guiding questions for when opportunities and problems arise and the Board must make strategic decisions.

Problem/Opportunity:

- a. If an opportunity, what is it?
- b. If an opportunity, would taking advantage of the opportunity be consistent with the vision and mission of the program?
- c. If a problem, what is the problem (i.e., what results would we like to be achieving but are currently unable to achieve)?
- d. If a problem, what evidence is there that the problem exists?

Solution/Response:

- e. Does the solution/response proposed support the vision and mission of the program?
- f. Is it the optimal way to solve the problem or respond to the opportunity?
- g. Will the solution/response materially change the way in which the program is implemented?
- h. Will the change result in improvements?
- i. What is the capacity (and associated funding) required for developing and implementing the solution/response?
- j. Is the solution/response worth the cost?
- k. What are some alternatives?
- l. What is the cost of the alternatives?
- m. How will know that the solution/response has been effective?