



CLEAR is a global initiative to help developing countries strengthen their capacities in monitoring and evaluation (M&E) and performance management (PM). The initiative is being supported by the African Development Bank, Asian Development Bank, the Rockefeller Foundation, the Swedish International Development Cooperation Agency, United Kingdom's Department for International Development, and the World Bank.

CLEAR responds to increasing government demands for applied M&E and PM capacity-building support and to the current limited availability of relevant services in Latin America, Africa, East Asia, and South Asia. These factors limit countries to depend on international supply, which is expensive, untimely, and not necessarily customized to their specific needs. The CLEAR initiative responds to these needs with two key components: (1) **regional centers** to provide applied in-region training, technical assistance, and evaluation work, and (2) **global learning** to strengthen practical knowledge-sharing on M&E and PM across regions, on what works, what does not work, and why.

Regional Centers

CLEAR supports regional institutions to host the centers. CLEAR competitively selected the University of Witwatersrand in Johannesburg, South Africa, to host the center for Africa and the Institute for Financial Management and Research in Chennai, India, to host the center for South Asia. The Asia Pacific Finance and Development Center in Shanghai, China, is also part of the CLEAR program. Centers in other regions will also be selected competitively.

CLEAR will support the centers for three to five years to help them achieve international quality standards and to reach financial self-sufficiency within that period. The centers will provide demand-driven and cost-effective services specific to each region. Government agencies, development institutions, donors, and civil society organizations, among other clients, will be able to access regionally based high-quality knowledge and expertise.

The centers will focus on several aspects of M&E capacity development services:

Training. The centers will develop substantive content and resources and deliver core courses on topics relevant to the specific needs of client countries, including design and implementation of M&E systems, impact evaluations, rapid applied evaluations, performance budgeting, and performance information management, among others. The unique aspect of these courses will be their strong focus on actual experience—drawing on cases and good practices in the region. Courses will be customized to meet the knowledge and skills needs of experts (e.g., evaluators, technicians, specialists) and practitioners (e.g., government officials, decision makers, and civil society organizations). The centers will also design on-demand courses to meet currently unfulfilled needs for “how-to” knowledge on other related topics.

Advisory services. Technical advice and assistance on the most innovative and relevant M&E and PM tools, methods, and approaches will be offered through the centers. Services will include on-demand support and on-the-job technical guidance regarding: the design and implementation of M&E and performance budgeting systems and results frameworks, the planning and application of different types of evaluations, and the formulation and implementation of government reforms to strengthen the results-oriented focus.

Evaluation and innovation. A key aim of the CLEAR initiative is to help strengthen the quality of evaluation work and the availability of qualified evaluators in each region. The centers will develop their own technical capacities to conduct evaluations using varied and advanced methodologies and will be able to sell these services. Working with local government officials and professionals to conduct evaluations will also serve to expand the pool of professional evaluators. The centers will work with clients and carry out



innovative analytical work, which will increase the pool of region-specific research and development in the field.

Global Learning

CLEAR promotes the transfer of capacities, learning, and cooperation by building strong multiregional networks through the centers. Countries face similar challenges and increasingly seek their peers' and neighbors' knowledge and experience on how to solve common design, implementation, and institutionalization problems, and they seek good practice standards from advanced countries. CLEAR's global approach aims to help centers in different regions to acquire global technical knowledge and compare and share knowledge on the effectiveness of specific tools and interventions in different settings (e.g., countries, regions, sectors). The initiative tackles these objectives by supporting two sets of activities:

Dissemination and institutionalization of global technical standards. To become successful capacity development and knowledge organizations, the centers need to develop technical capacities and abilities to understand client needs and to help them introduce customized solutions, based on international standards, trends, and practices. CLEAR will serve as a repository and broker of technical know-how. CLEAR will organize an annual global learning forum that brings together the CLEAR centers and their stakeholders to address key issues and challenges in M&E, both technical and institutional, and to develop solutions as a dynamic network. CLEAR will also develop courses and other technical resources that benefit the centers and their clients.

Strengthening of informal communities of practice. The informal exchange of technical and practical knowledge with peers is essential to a successful knowledge network. CLEAR will support peer-to-peer learning among centers and further development of informal M&E and PM Communities of Practice in each region. It will facilitate the participation of experts and professionals from the different regions at international conferences, regional seminars, and meetings of specialists and professionals in the field.

Selection Process

CLEAR centers in Africa and South Asia were selected competitively. Additional centers in Latin America and other regions will be selected similarly, based on a transparent and open competitive process.

Governance

CLEAR's governance structure includes a Board, comprising representatives from the donor organizations supporting the program, and a Secretariat, which is housed at the Independent Evaluation Group (IEG) of the World Bank Group. The Board will be expanded to include senior representatives from governments, academic institutions in the regions in which the centers are based. The centers will also establish Regional Advisory Councils to provide guidance and support. Council members will be representatives from evaluation associations, civil society organizations, government, and academia. This governance structure ensures participant diversity, country input, and stakeholder support.

