



Strengthening evaluation
effectiveness and impact

CLEAR Mid Term Evaluation

Inception Report

Universalia Management Group

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Oxford Policy Management



ePact, is a consortium led by Oxford Policy Management and co-managed with Itad

Preface / Acknowledgements

On behalf of the ePact consortium, Universal Management Group is pleased to submit this draft Inception Report for the mid-term evaluation of the CLEAR programme. We want to thank CLEAR Board members, Regional Centres and CLEAR Secretariat staff, host institution representatives and other CLEAR stakeholders who shared their time and views with us during and since the Fourth Global Forum in Mexico in November 2013. Draft versions of this report were revised based on feedback from the CLEAR MTE Task Force and Regional Centres in January and February 2014.

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Table of contents

Preface / Acknowledgements		i
List of tables and figures		iii
Abbreviations		iv
Glossary of Terms		v
1	Introduction	1
	1.1 Background to the evaluation	1
	1.2 Document Overview	3
2	Evaluation Context, Stakeholders' Expectations and Implications for the Inception Phase	4
	2.1 Context	4
	2.2 Stakeholders' expectations of the evaluation	5
	2.3 Other factors affecting the evaluation	7
	2.4 Proposed changes to the Technical Proposal	9
3	Evaluation Methodology and Approach	12
	3.1 Methodology	12
	3.2 Phase II-Data collection	14
	3.3 Phase III Analysis and Reporting	22
	3.4 Communication and Dissemination of Evaluation Results	23
	3.5 Evaluation Team Composition	24
	3.6 Roles and Responsibilities	26
	3.7 Key deliverables and milestones	33
	3.8 Revised Level of Effort	36
	3.9 Risks and Mitigating Strategies	37
Annex A	CLEAR Theory of Change	39
Annex B	CLEAR Results Framework	40
Annex C	Terms of Reference	42
Annex D	List of Persons Interviewed During the Inception Phase	53
Annex E	Assumptions behind CLEAR Theory of Change (Working Draft)	55
Annex F	Draft Evaluation Questions	58
Annex G	Draft Evaluation Matrix	70
Annex H	Indicative List of Documents	74
Annex I	Indicative List of Persons to be Interviewed	78
Annex J	Interview Protocols	89
Annex K	Curriculum Vitae	108

List of tables and figures

Table 2.1	Other factors affecting the CLEAR MTE	7
Table 2.2	Summary of Proposed Changes to the Technical Proposal	9
Table 3.1	Stakeholders to be consulted via telephone/Skype	15
Table 3.2	CLEAR Collaboration Areas, Outcomes and Examples of Survey Network Platform Data Collection Process	17
Figure 3.1	Relationship Survey Example in Platform	19
Figure 3.2	Invitation Example in Platform	20
Figure 3.3	User Profile in Platform	20
Table 3.3	Draft Communication and Dissemination Plan	24
Table 3.4	Overview of proposed additional MTE team members	25
Table 3.5	Roles and Responsibilities	29
Table 3.6	CLEAR MTE: Key Milestones	33
Table 3.7	CLEAR MTE Workplan	35
Table 3.8	Level of Effort	36
Table 3.9	Risks and Mitigating Strategies.	37

Abbreviations

ADB	Asian Development Bank
AfDB	African Development Bank
AusAid	Australian Agency for International Development
CLEAR	Centres for Learning on Evaluation and Results
CSO	Central Statistical Office
DFID	UK Department for International Development
ETF	Evaluation Task Force
GEFA	Global Evaluation Framework Agreement
IDB	Inter-American Development Bank
IEG	Independent Evaluation Group
IFI	International Financial Institution
IOCE	International Organisation for Cooperation in Evaluation
IPDET	International Programme for Development Evaluation Training
KPI	Key Performance Indicator
LAC	Latin America and the Caribbean
LOE	Level of Effort
M&E	Monitoring and evaluation
MTE	Mid Term Evaluation
ONA	Organizational Network Analysis
OPM	Oxford Policy Management
NA	Network Analysis
RC	Regional Centre
SDC	Swiss Agency for Development Cooperation
SIDA	Swedish International Development Agency
TOR	Terms of Reference
UMG	Universal Management Group
UNEG	United Nations Evaluation Group
WB	World Bank

Glossary of Terms

Board member	Representatives of the donor organizations currently funding CLEAR
Demand (for M&E services)	Frequency of requests for M&E services (e.g., training)
Demand (for evidence)	Frequency of requests by decision makers for evidence to assist them in decision making. Demand may be actual, latent or potential. The types of demand may vary by stakeholder; some may focus on improving performance, others may focus on learning and others on accountability.
Host institution	In most cases a University that has agreed to host the CLEAR centre and provide some administrative and logistical support.
Innovation	Innovation is the introduction of something new, a new idea, method or device. Typical categories of innovation for monitoring and evaluating the performance of public policies, programmes or service delivery are a) technological innovations, innovative products, innovative services, innovative processes, or innovative interactions and partnerships. In this evaluation, we consider an innovation a product, process, service or a technology to be an innovation in M&E if at least two of the following criteria are met: a) there is significant process improvements; b) there is catalytic change; and/or c) the innovations are concrete. ¹
Network	National, regional, or international individuals/organizations/networks providing (some) similar products/services as Regional Centres.
Other M&E providers and networks	National, regional, or international individuals/organizations/networks providing (some) similar products/services as RCs.
Other stakeholders	Anyone not clearly falling under the above mentioned categories.
RC Client	Any individual or organisation who has benefited from/used CLEAR Regional Centre products and/or services. This includes those who have or have not paid fees for these services. Some clients may also be current or past collaborators (see below).
RC Collaborator	Individual or organisation who has worked collaboratively with the RCs, e.g., to plan for, develop or deliver products and/or services. Collaborators can be current or past CLEAR clients (see above).

¹ Discussion Paper Innovations in Monitoring and Evaluating Results (UNDP, 2013). p.4

RC Staff	Individuals working in one of the regional centres
Regional Advisory Committee	Each centre has (or should have) a group of regionally based advisors to provide strategic and programmatic advice/direction to the centres. Composition of RACs can differ.
Secretariat Staff	World Bank IEG staff working (mostly part time) as the global CLEAR secretariat.
Thought leaders	Nationally, regionally, or globally recognized individuals or organizations who actively contribute to public thinking/discussions on the theory and practice of M&E (and related capacity development).

1 Introduction

1.1 Background to the evaluation

CLEAR

Established in 2010 as a global programme, the Centres for Learning on Evaluation and Results (CLEAR) initiative was designed to be an innovative approach to developing country government and civil society capacity in monitoring, performance management and evaluation. Its overall strategy is to integrate local knowledge and experience, on-the-ground support, and institutional development with global public goods in monitoring and evaluation. The overall CLEAR outcome and intermediate outcomes are found in the sidebar.

The CLEAR strategy encompasses customized regional approaches through working with and strengthening competitively selected academic institutions based in partner countries (see sidebar) who are sometimes assisted by affiliates in neighbouring countries³. These institutions implement tailor-made strategies to develop monitoring and evaluation (M&E) capacity in government and civil society within each region, drawing on local knowledge and experience. The programme intends to build capacity for sustainable impact, with the aim being that centres, and ultimately the CLEAR network become self-sustaining from the income generated from its clients. CLEAR also focuses on global public goods through identifying, generating, and sharing innovative and internationally benchmarked knowledge and capacity building approaches. Annex A illustrates the CLEAR theory of change; Annex B outlines CLEAR planned results and Key Performance Indicators (KPIs) as of May 2013.

Overall outcome

To contribute to stakeholders in the target regions using evidence in making decisions for improved development results, through strengthening context-specific M&E systems and practices (CLEAR Logframe, Annex A. of CLEAR Strategy, May 2013).

Intermediate outcomes

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

CLEAR Centres at December 2013²

Anglophone Africa: University of Witwatersrand, South Africa

Francophone Africa: Centre Africain d'Etudes Supérieures en Gestion (CESAG), Senegal

South Asia: Jameel Poverty Action Lab at the Institute for Financial Management and Research, India

Latin America: Centro de Investigación y Docencia Económicas (CIDE), Mexico

East Asia: The Asia Pacific Finance and Development Centre (AFDC), China

Brazil: Centre for Applied Economics (C-MICRO), Escola de Economia de Sao Paulo

² The selection of centres was phased, with the first selected in December 2010 and the most recent, Brazil (2013). The establishment of these centres has thus also been staggered based on these variable selection dates, while consolidation is expected to be smoothed once centres are up-and-running.

³ At the time of writing (February 2014), CLEAR Centres had a total of five affiliates based in the following countries: Anglophone Africa (Ghana and Kenya); Senegal (Burkina Faso and Cote d'Ivoire) and India (Pakistan).

To implement its strategy, CLEAR is structured at two levels:

- Regional level - competitively selected regional centres (currently in Asia, Africa and Latin America) provide capacity building services to a range of regional stakeholder groups in government and civil society. Regional Advisory Councils are being established to provide guidance and oversight on each Centre.
- Global level – a global Secretariat coordinates and facilitates exchange and peer-to-peer learning on M&E and performance measurement across and between regional centres. The Secretariat is currently housed at the Independent Evaluation Group of the World Bank. The vision is for the programme, and the Secretariat, to be eventually located in one of the partner countries. The Board of CLEAR is also global, constituted of funding agency representatives.

CLEAR was designed as a five year programme when it began in 2010. However, because each CLEAR centre joined at different dates (beginning in 2011 and through 2013), they each, accordingly, have different *end* dates. As a result, in 2013 the overall programme end date was extended by its donors to December 30, 2018 (for final disbursement of funds), with the possibility of extension. The total CLEAR budget commitment from non-World Bank donors for the period 2010 to 2018 is approximately USD 15 million (fluctuating based on exchange rates), of which \$12.5 million has been received (as of December 2013) from CLEAR's donors. The World Bank's Africa Region additionally contributes a USD \$1m institutional development grant (IDF) for the Francophone Centre. Finally, the World Bank's Independent Evaluation Group (IEG), which houses the CLEAR Secretariat, provides in-kind and overhead support through the CLEAR Secretariat (staffed by World Bank professional and administrative employees, and whose services are not charged to the trust fund/programme) and an annual administrative budget for the work led by the Secretariat (approximately \$400K since inception, or \$220.7K through 2012, and \$180.6K from July 2012-June 2013) and a World Bank administrative budget for the work led by the Secretariat (approximately \$790K - excluding staff time and overheads - since inception of the program) . Additionally, the programme relies on oversight functions of World Bank departments in the areas of financial management, procurement, and legal agreements and assessments.

1.1.1 Evaluation Purposes and Objectives

Requirements for a mid-term and final evaluation were built into the funding agreements and expectations of funders and CLEAR Centres since the inception of CLEAR. The proposal to commission a mid-term evaluation of CLEAR reflects a demand by the CLEAR Board to have an independent assessment of the progress made at the mid-point in its lifecycle for the following purposes:

- Learning for improvements in the rationale, design, management, implementation and governance of the CLEAR Global Initiative.
- Accountability to the current funders of CLEAR for funds invested in CLEAR.
- As a public good contributing knowledge on approaches to strengthening evaluation capacity in developing countries, designing and managing global initiatives.

The objectives as articulated in the evaluation Terms of Reference are to:

- Highlight achievements, challenges and lessons to date as a basis for accountability to the funders and hosting institutions.

- Make recommendations for improvements in the design, management, governance and implementation of the CLEAR Initiative for the remaining period of implementation, with a view to Initiative sustainability. This includes identifying the most promising strategies and/or alternatives approaches for CLEAR's success.
- Produce public good knowledge (lessons, approaches) as part of the evaluation to inform the fields of development evaluation, regional capacity building, institution building, and global initiatives.

The Terms of Reference for this mid-term evaluation are found in Annex C.

1.1.2 Inception Phase

ePact was selected in November 2013 to conduct this mid-term evaluation of CLEAR. The first phase of the assignment is the Inception Phase, the purpose of which is to further develop, expand on and clarify the methodology that will guide the evaluation. Once approved by the CLEAR MTE Task Force, the Inception Report provides the agreed-to basis for carrying out the evaluation.

During the Inception Phase over 40 CLEAR programme stakeholders were consulted in Mexico during the CLEAR Global Forum (November 2013) or interviewed by telephone/Skype during the period December 2-11, 2013 (see Annex D). The Evaluation Team also reviewed a number of key CLEAR documents (see Annex H) to assess the types of information that might be available for the evaluation. The Evaluation Team consulted external experts to obtain their insights on the design of the network analysis component of the evaluation. A draft Inception Report was submitted to the Evaluation Task Force (ETF) in December 2013. This final version addressed consolidated feedback received from, and discussed with, the ETF in January 2014.

1.2 Document Overview

This Inception Report consists of three sections. Following this introduction, the second section summarizes the CLEAR evaluation context and stakeholder expectations, highlighting the implications for the evaluation methodology. The third section describes the methodology proposed by the Evaluation Team, in light of its increased understanding of CLEAR's context and stakeholders' expectations and describes how the evaluation will be managed. The report also includes several appendices, which complement the information provided in the main body of this document.

2 Evaluation Context, Stakeholders' Expectations and Implications for the Inception Phase

The Inception Phase is intended to fine-tune and clarify the evaluation purpose, objectives and methodology. To do this, this section examines the external and internal contexts within which the CLEAR programme is operating and stakeholders' expectations for the evaluation. It also identifies several factors affecting the conduct of the evaluation that were gleaned through discussions with stakeholders during the CLEAR Global Forum in Mexico in November 2013. This section synthesises this analysis, identifying the implications for the focus and conduct of the evaluation.

2.1 Context

In any evaluation, it is important to consider the various contexts within which the evaluand (in this case CLEAR programme and the CLEAR organisational arrangements) is operating. This section briefly summarizes the external and internal contexts within which the CLEAR initiative is operating. Contextual considerations will be explored in more depth during the course of the evaluation and reflected where relevant in the final Evaluation Report.

2.1.1 External context

Over the past decade, global commitments including the Paris Declaration (2005), the Accra Agenda for Action (2008) and the Busan Partnership for Effective Development Co-operation (2011) have repeatedly endorsed accountability for results achievement in the context of improving aid effectiveness. One hypothesis is that greater access to, and use of, evidence is fundamental to making decisions for improved development results. To generate needed evidence, these declarations emphasise the critical importance of developing country-level results frameworks and platforms that are led and used by developing country stakeholders to assess and monitor national performance in meeting goals and priorities.

As a consequence, over the past several years, national governments and the development community have paid increasing attention to the development of monitoring and evaluation capabilities of a broad range of national individual, organisational and/or institutional stakeholders from the public, private and not-for-profit sectors. For example, this has included initiatives that focus on building capacities of people (training) either at a country level or at a global level (e.g. the International Programme for Development Evaluation Training (IPDET)); and initiatives that have focused on building monitoring and evaluation systems (e.g., assignments where a significant amount of technical assistance is provided by International Financial Institutions (IFIs) to build a country's M&E systems); and others (such as the International Organisation for Cooperation in Evaluation (IOCE)), that focus on developing civil society capabilities (e.g. evaluation associations).

While the literature on evaluation capacity development is relatively modest and still emerging, what is evident (based on the Paris Declaration principles and the literature on capacity development) is that for (evaluation) capacity development to be robust it must be addressed at multiple levels (individual, organisational, institutional and system), and that for sustainability to occur (Paris declaration principles), interventions must be owned by the country and adapted to the relevant context.

2.1.2 Internal context

The CLEAR initiative can be placed in this very dynamic context as an attempt to reconcile these various ideas by involving multiple change agent categories (e.g., parliament, government ministry, government agency, civil society, academia); by addressing the needs of multiple change agent levels (executive, managerial, technical/professional); and by targeting both the supply of evaluation capacity development services and the demand for evidence to inform national decision-making. In addition the design is based on interest and collaboration of country organisations as key national entry points.

CLEAR is a multi-donor initiative consisting of 11 funding agencies whose representatives form its Board and who express shared interest and commitment to the CLEAR vision: *development that is anchored in evidence, learning and mutual accountability*. CLEAR services are delivered through Regional Centres housed in competitively selected academic institutions; it is administered by a global Secretariat housed in the IEG of the World Bank. The design is based on a hypothesis that if resources are provided to address both supply and demand side gaps, then *strengthened national M&E systems and practices* will emerge (i.e., the higher level CLEAR outcome), which in turn will ultimately increase the *use of, evidence by stakeholders to make decisions from improved development results* (i.e., highest level outcome). Furthermore, the decision to create CLEAR as a network is premised on the additional synergies and added-value generally assumed to stem from network arrangements or, as stated in the Theory of Change, *regional knowledge and innovations will enhance global learning, and global knowledge will strengthen CLEAR centres and regional approaches*. The CLEAR initiative was conceived as an experiment or pilot and is presently at mid-term, after three years of its creation. The CLEAR Theory of Change is found in Annex A.

2.2 Stakeholders' expectations of the evaluation

During the Inception Phase, the Evaluation Team interviewed a selection of CLEAR stakeholders including CLEAR Board members, CLEAR Regional Centre directors and staff, representatives of some host institutions, as well as CLEAR Secretariat staff to obtain their views on how this evaluation could add most value to CLEAR and their organisations.

Overall, stakeholders emphasised that CLEAR was designed as an innovative experiment that is in relatively early stages of development. Stakeholders recognise that progress in terms of programme outcomes is likely to be modest at this point in time. Generally they feel that this mid-term evaluation is an opportune time to examine how the CLEAR programme experiment has fared to date (i.e., what has worked well and what has not worked), and want candid, constructive recommendations on what needs to be changed in CLEAR design, implementation, management and/or governance in order to realise overall CLEAR objectives including sustainability of the network.

2.2.1 Stakeholders' expectations

More specifically, consulted stakeholders indicated that the MTE should:

- identify, describe and contextualise CLEAR progress to date by identifying its specific activities, accomplishments and reach globally and in different regions. This was the only area where consultations indicated differing views among consulted stakeholders (see sidebar)
- identify any ambiguities in the terminology used by CLEAR stakeholders to describe various aspects of its vision, objectives, services, organisational arrangements and suggesting clarifications if/as required;
- assess the rationale for, and the continued relevance of the CLEAR programme, in national, regional and global contexts by clarifying what CLEAR is, whether it has a specific niche, and clarifying its added-value within the context of other M&E capacity development initiatives and national, regional and global needs and priorities;
- assess whether the CLEAR design reflects the latest thinking and lessons learned related to M&E capacity development and donors' experiences with global partnership programmes, and whether the design has adequately taken regional needs and context into account;
- identify the benefits to date, and assess the decision of, arranging CLEAR in the organisational form of a network with a Secretariat at the core;
- assess whether the roles, responsibilities, accountabilities of the various units within the CLEAR network are clear and appropriate;
- examine the appropriateness of the strategies being taken to support the medium and long term sustainability of CLEAR; and
- make recommendations for improvements in the design, management, governance and implementation of the CLEAR Initiative for the remaining period of implementation, and with a view to sustainability of the initiative. This includes identifying the most promising strategies and/or alternatives approaches for CLEAR's success.

Representatives of comparatively new Regional CLEAR Centres expressed concerns over the extent to which the evaluation would be able, and should try, to explore the level of outcomes. They felt that, given the relative newness of their Centres, the evaluation should be limited to exploring *outputs*.

On the other end of the spectrum, representatives from one Regional Centre expressed the expectation that the evaluation would address the level of CLEAR *impact*.

The majority of stakeholders (from the CLEAR Board, Secretariat, and other Regional Centres) expressed the expectation that the evaluation will take outputs into account, but also explore *progress towards* (not necessarily achievement of) the intended *outcomes* to the extent possible, and keeping in mind the different stages of development that the Regional Centres are at.

With one exception, the expectations identified above fit within the scope of work as defined in the TOR and can be addressed in the MTE. The exception relates to how to respond to stakeholders' interest in whether CLEAR has a specific niche, and clarifying its added-value within the context of other M&E capacity development initiatives and national, regional and global needs and priorities. Indeed, as part of the feedback on the initial draft Inception Report (January 2014), some CLEAR stakeholders (including the CLEAR Secretariat and the ETF) indicated their interest in having the evaluation team "benchmark" CLEAR design and progress against external practices and comparable entities.

Following ETF feedback, the evaluation team attempted to identify other entities (organizations or programs) that CLEAR could be meaningfully compared to/benchmarked against for the purpose of this evaluation. Our research suggests that there are no such entities that share the programming and organizational arrangements of CLEAR, and thus no obvious bases for comparison at a global level. Instead, in recognition of the contextual, programming and other differences among CLEAR Regional Centres, we propose comparing the reputations, uniqueness and costs of services offered by CLEAR Regional Centres to entities within the countries and/or regions in which they work that are similar to CLEAR in view of one or more relevant characteristics. This is described in Section 3.1.1.

Stakeholders' expectations have been integrated into the draft evaluation matrix found in Annex G, and are discussed in Section 3 of this document.

2.3 Other factors affecting the evaluation

During the course of the Inception Phase, a number of other factors affecting the evaluation approach, methodology and/or timelines were identified. These factors and their implications for the evaluation are summarized in Table 2.1 below.

Table 2.1 Other factors affecting the CLEAR MTE

Consideration	Explanation	Implications for the MTE
CLEAR programme is in early stages (2-3 years)	The CLEAR Programme was launched in 2010, thus CLEAR is considered to be a relatively young Global and Regional Partnership Programme (GRPP) within the World Bank context which categorizes such programmes in three stages: early, established and mature. CLEAR's stage of programme maturity affects the purpose of the evaluation, its scope and methodology.	In keeping with the Indicative Principles and Standards for evaluating Global and Regional Partnership Programmes (World Bank, 2007, p.10), the evaluation of CLEAR will emphasize the following: Assess the appropriateness of the programme design Assess the appropriateness of the governance and management arrangements Assess the relevance and clarity of programme objectives Identify constraints that make achievements of specific objectives difficult or impossible, as well as factors that have supported CLEAR in making good progress Recommend adjustments as necessary.
Contextual differences among CLEAR Centres	While the first CLEAR Centre was established in 2010, other Centres have been launched more recently, and are thus at different stages of their organisational development. For example, some have Regional Advisory boards in place, while others do not. Staff composition and budgets vary by Centre. Moreover, Centres (and their affiliate sub Centres) operate in quite different regional (and national) socio-economic, political, cultural and institutional contexts which have had a different bearing on their priorities, obstacles, opportunities and foci and pace of evolution.	It will be important that the MTE examines the progress of each CLEAR Centre in its own individual context. At the same time, the Evaluation Team will explore areas that permit comparisons among the centres (for example in relation to common types of challenges or supporting factors encountered and managed to date), and - if and as feasible - allow drawing common lessons and/or good practice examples. However, comparative analysis is not intended to make evaluative judgments about which centre has performed 'best'.

Consideration	Explanation	Implications for the MTE
Assumptions associated with the CLEAR Theory of Change	CLEAR stakeholders revised the programme Theory of Change in 2013. To the best of our knowledge, not all relevant assumptions associated with the Theory of Change have been made explicit. Furthermore, consultations during the inception phase indicated different views and interpretations on a number of concepts within the Theory of Change.	<p>In order to inform the analysis of the Theory of Change during the next stages of the evaluation process, the Evaluation Team developed a working draft list of the programme's implicit and explicit assumptions (see Section 3.1.1). This list was reviewed with selected representatives of the CLEAR Board, the ETF and the CLEAR Secretariat, who were actively involved in designing the CLEAR program. These consultations helped to clarify TOC assumptions which representatives agreed with as well as other assumptions where there appear to exist divergent views among stakeholders.</p> <p>In consultations with stakeholders during the data collection phase, the evaluation team will further explore the extent to which stakeholders hold similar or divergent views of the existing Theory of Change and related (explicit and implicit) assumptions, as well as the related implications for CLEAR programming.</p>
Centres' and Sub Centres availability to accommodate visits by the Evaluation Team	For a number of reasons including new year holidays in East Asia, Centre workloads and previous commitments, the majority of the CLEAR Centres and sub-Centres are not available for site visits by the Evaluation Team until February 2014.	<p>The delays in Centre data collecting will delay the production of the preliminary presentation of findings and the draft evaluation report by a few weeks.</p> <p>In order to carry out assignment data collection (and particularly the regional site visits) in a tight time frame, an additional evaluator, Geraldine Cooney, is being added to the core Evaluation Team.</p>
Time required to carry out a network analysis	The time required to complete the network analysis is more likely to be between 3 and 4 months, assuming that surveyed stakeholders respond to network analysis surveys in a reasonable time frame. Thus, if network analysis were to commence in late February 2014, results will not be available before late May 2014 at the earliest.	The time required to complete the Network Analysis will delay the production of the preliminary presentation of findings and the draft evaluation report by a few weeks.
Stakeholders' expectations	As noted in section 2.2 above, stakeholders interviewed for this evaluation have placed considerable emphasis on analysing and making recommendations to improve CLEAR programme design, management, roles and responsibilities, governance, sustainability strategies as required. Those interviewed have downplayed the emphasis on programme outcomes to date, acknowledging that the programme is still in formative stages.	The evaluation team will identify any outcomes (preliminary or otherwise) that have emerged (or are likely to emerge) in the report. In cases where anticipated outcomes have not yet been realized, the evaluation will examine factors/reasons that are inhibiting or delaying such progress. At the same time the Evaluation Team will work to accommodate stakeholders' stated expectations by putting special emphasis on exploring the priority areas identified by stakeholders.

2.4 Proposed changes to the Technical Proposal

In line with our increased understanding of CLEAR's context and stakeholders' expectations, this section summarises proposed changes to the agreed technical proposal and signed contract with DFID. These changes are reflected where relevant in Section 3 of this document.

Table 2.2 Summary of Proposed Changes to the Technical Proposal

Type of Change	What is stated in the Technical Proposal	Consequence/Proposed Change
Number of countries covered by the evaluation	The original proposal suggested that the evaluation include visits to the five CLEAR Centres and five additional countries that benefited from CLEAR services. During the contracting phase it was agreed that the evaluation team will visit all five regional centres. In addition one country (in each of Francophone Africa, LAC and South Asia), and two other countries in Anglophone Africa will be visited. With the exception of LAC where there is no Affiliate Centre, these countries are the ones where the respective Affiliate Centres are located. The visit to East Asia will only be conducted to China.	In order to ensure that the evaluation captures the views of CLEAR stakeholders (and particularly CLEAR recipients of CLEAR services) who reside in countries other than the ones included in site visits, we propose conducting telephone interviews with actual and potential CLEAR clients who reside in such countries. Over the course of the evaluation, we envisage speaking with CLEAR stakeholders in each of the 10 countries visited, as well as selected stakeholders in approximately 10 additional countries served by CLEAR Centres (e.g. approximately 2 additional countries per region) through in-person interviews or by telephone/Skype.
Theory Change sessions	Originally planned to take place during the CLEAR Global Forum in Mexico, but delays in assignment start-up as well as the full agenda for the Mexico Forum prevented this from occurring as planned.	Since there are no other planned CLEAR events that bring a wide spectrum of CLEAR stakeholders together during the course of the evaluation, the Evaluation Team will instead rely on in-depth interviews and small group discussions with CLEAR stakeholders to obtain their input during the course of the evaluation, and consolidate this feedback as part of the evaluation report.
Network Analysis	The original proposal focused on Strategic Network Analysis: after consultation with CLEAR stakeholders and external experts, we feel that this focus is too narrow.	We instead propose to use a network analysis methodology which will accommodate a review of relationships among and between individuals and organizations and thus permit a much richer analysis of CLEAR's reach. Additional details on the proposed approach are found in Section 3.

Type of Change	What is stated in the Technical Proposal	Consequence/Proposed Change
Survey	<p>The proposal stated the need and added value of a survey to obtain CLEAR clients' feedback on the results of its M&E support services would be explored during the Inception Phase.</p>	<p>The Evaluation Team proposes to carry out interviews with various CLEAR clients to capture their views on the results of CLEAR M&E support services. This will include in-person consultations during the site visits, as well as telephone/Skype interviews.</p>
Evaluation Team composition	<p>During the inception stage, the CLEAR ETF raised some concerns about potential perception of conflict of interest of one of the original Evaluation Team members from India.</p> <p>The ETF also suggested some diversification within Advisory group to include southern perspectives.</p> <p>The technical proposal indicated that the Evaluation Team would identify some external resources to assist in carrying out the proposed network analysis during the Inception Phase.</p> <p>The technical proposal indicated that the review team for the East Asia Centre China would be comprised of two individuals-an Evaluation Team consultant and a Regional Consultant based in China who together would spend up to 10 days on data collection in China</p>	<p>Despite numerous attempts, the evaluation team was not able to identify a suitably qualified Regional Consultant for South Asia data collection without real, potential or perceived conflict of interest. The evaluation team therefore proposes that the international consultant, Dr. Anette Wenderoth, will take full responsibility for South Asia collection and analysis.</p> <p>Based on feedback from the CLEAR ETF, the membership in the Advisory Group for the evaluation has been broadened to include experts from the south and the north. See section 3.5.</p> <p>An external resource to carry out the network analysis, Root Change, has been identified. See Section 3.5.</p> <p>Given the unique nature of the East Asia Centre, we are of the view that one evaluation consultant can carry out all data collection in China. The proposed individual (who was previously proposed as the regional consultant but is now a full time consultant) is of Chinese origin and very familiar with the Chinese institutional context in general and of M&E in particular.</p>
Level of Effort	<p>The negotiated level of effort assumed that the time allocated for data collection in each Centre and affiliate centre would be equal. In hindsight, this proposal does not do justice to the noted variations among the Centres.</p>	<p>We propose varying the amounts of time spent visiting different Centres to accommodate and reflect their varying stages of development.</p>

Type of Change	What is stated in the Technical Proposal	Consequence/Proposed Change
<p>Key milestones for selected deliverables</p>	<p>The proposed milestones in the negotiated contract are as follows: Preliminary Presentation of Findings: March 3 2014 Draft Report: March 31 2014 Final Evaluation Report: April 30, 2014</p>	<p>Based on anticipated delays identified above, we propose revised milestones as follows: Preliminary Presentation of Findings: April 25, 2014 Draft Report (First draft): May 23, 2014 Draft Report (Second draft): June 27 2014 Final Report: July 15, 2014 These milestones are based on the assumption that the ETF will provide consolidated feedback on submitted draft deliverables within the timeframes indicated in section 3.7.</p>
<p>Dissemination activities</p>	<p>The negotiated level of effort and budget did not include specific dissemination activities or products. Similarly, the technical proposal did not elaborate on how the evaluation would fulfil its envisaged purpose of constituting a public good contributing knowledge on approaches to strengthening evaluation capacity in developing countries, and designing and managing global initiatives.</p>	<p>Based on discussions with the Evaluation Task Force in January 2014 we propose the following types of dissemination activities/products: 1) A presentation of key evaluation findings and recommendations to the CLEAR Board in Washington in late June or early July 2014; 2) Up to three webinars (in English, French and Spanish, if requested) for Regional Centres to share and discuss evaluation findings and recommendations, and 3) Up to 3 written Learning Briefs (in English) for dissemination. These are further described in section 3.4. Activities 2 and 3 are of particular relevance with regard to the purpose of the evaluation as a public good. The proposed activities have no implications for the negotiated budget given that a) provisions for flights to Washington had already been included (for presentation to the Board), and b) reallocation of LOE originally assigned to a regional consultant for South Asia.</p>

3 Evaluation Methodology and Approach

The purpose of this chapter is to update the proposed evaluation methodology which reflects the Inception Phase findings as described in the previous section. While the overall methodology and approach as described in the proposal remains largely the same, data gathered during the Inception has been used to finesse, give more precision to and update the methodology as required.

3.1 Methodology

3.1.1 Theory-based approach

In keeping with the TOR for this evaluation, this evaluation has adopted a theory-driven approach in order to not only provide information on CLEAR programme performance, but also to help explain how, why (and possibly why not) the CLEAR programme is achieving intended results. Thus this approach not only includes a review of the various planned programme outcomes, outputs and activities found in the CLEAR Theory of Change (and made more specific in the associated Key Performance Indicators found in the CLEAR Results Framework), but also includes an in-depth review of the explicit and implicit assumptions of how the CLEAR programme is organised and how it is expected to work. This theory-driven approach is intended to help serve both the accountability and programme improvement expectations of CLEAR stakeholders.

The current CLEAR Theory of Change (see Annex A) was updated by CLEAR stakeholders in May 2013. Together with the CLEAR Results Framework, this version of the Theory of Change will serve as the formal basis for assessment for the evaluation. In reviewing progress made towards the outputs and outcomes stated in these frameworks the evaluation will, however, take into account that CLEAR is an evolving and innovative initiative, which also implies that its stakeholders' understanding of the Theory of Change and envisaged objectives are likely to have evolved (and continue to evolve) as implementation proceeds.

Clarifying and testing TOC assumptions

To the best of our knowledge at the time of writing, CLEAR stakeholders have not yet explicitly defined all major assumptions associated with this Theory of Change. Some of these assumptions are, however, expressed in relevant strategy documents, including the CLEAR charter. To kick-start the process of further elaborating the formulation of key assumptions underlying the Theory of Change, the Evaluation Team developed a working draft of key assumptions associated with the Theory of Change and discussed these with representatives from the CLEAR Board and Secretariat. This enabled the evaluation teams to identify an initial list of issues that require further exploration during the MTE (see Annex E).

During the data collection phase, the evaluation team will continue to review the validity and comprehensiveness of the Theory of Change and its underlying assumptions with input from CLEAR stakeholders gained through interviews and small group discussions. Furthermore, we will involve the members of the evaluation team's own Advisory Group to critically review and provide observations and suggestions on the Theory of Change and the evolving understanding of its complexities that will be gained during the evaluation. Key areas of inquiry will include the inherent logic and comprehensiveness of the Results Framework and the Theory of Change respectively, as well as identifying areas and/or concepts on which CLEAR stakeholders appear to hold significantly differing views. If and as appropriate, the evaluation will provide suggestions on whether and how to improve the Theory of Change and/or results framework.

Comparing CLEAR to other relevant actors and programs

Part of applying a theory-based approach involves exploring whether CLEAR has made contributions to its envisaged results, and clarifying what characterizes these specific contributions and distinguishes them from the contributions made by other actors who work in the same or in similar areas or that share certain attributes/objectives with CLEAR that are of particular interest for this evaluation.

In recognition of the differences among Regional Centres, we propose comparing the performance of each centre to other relevant key actors in the same region as follows;

- Reputational analysis: Using a combination of the Network analysis and interviews with regional/national stakeholders, we will generate reputational data, i.e., information on which actors (besides CLEAR) tend to be regarded as thought or practice leaders in the key thematic areas that CLEARs work on in that region/country.
- Cost comparisons: Using interviews and document reviews, we will collect information about the costs of selected CLEAR services in that region/country in order to compare the costs of CLEAR services with other entities wherever and to the extent possible.
- Uniqueness: Using interviews and document reviews, we will collect information about the distinctiveness of the CLEAR Regional Centre as compared to other existing services providers or thought leaders in the region.

Principles of Inclusion and Equality

The evaluation team will make targeted efforts to ensure that the selection of stakeholders consulted for the evaluation will solicit a diversity of perspectives based on gender, ethnicity, geographic locations, and other locally relevant criteria. The evaluation team will also ensure to solicit the views of both rights holders and duty bearers.

Taking principles of inclusion and equality into account is relevant both in view of abiding by globally agreed upon evaluation ethics⁴, as well as for allowing the evaluation team to explore the extent to which CLEAR objectives and services have, explicitly or implicitly, taken these principles into account.

3.1.2 Evaluation questions and matrix

The Evaluation Team has developed a set of evaluation questions and sub-questions to address the evaluation objectives. The table with these questions, found in Annex F is comprised of three main components:

- Part A: CLEAR Summary of Progress at Mid-Term
- Part B: Analysis of CLEAR Programme Level Performance
- Part C: Analysis of CLEAR Organisational Arrangements

Each of these components includes main and sub-areas of inquiry and key questions, while Components B and C also include illustrative indicators. Key questions will in turn be used to

⁴As, for example, outlined in the UNEG Ethical Guidelines (2008)

develop standardised interview protocols, survey instruments and country study guides for the evaluation. These protocols will help to ensure consistent collection of data, triangulation, and reporting of findings across interviews, surveys, document reviews and the field visits and assist in drawing together the final synthesis of findings and recommendations. Illustrative indicators demonstrate the types of bases that will be used to make judgments for each of the sub-areas of inquiry.

The evaluation matrix (included in Annex G) illustrates the respective lines of inquiry/data collection methods that will be pursued for each of the proposed evaluation questions.

In the draft and final evaluation report, the Evaluation Team will place comparatively *less* emphasis on Part A (i.e. the description of CLEAR progress at mid-term), but will use related data to inform the presentation of findings under Parts B and C.⁵

3.2 Phase II-Data collection

Data collection will take place between February 2014 and May 2014. The evaluation will use a mix of quantitative and qualitative methods as described below.

3.2.1 In-Depth Document Review

One of the first steps will be to review key CLEAR documents. An initial review of selected key documents took place during the Inception Phase as documents were made available. Commencing in January 2014, the Evaluation Team will carry out a second round of in-depth document review in order to generate information to address the key evaluation criteria and issues as outlined in the final evaluation matrices.

As relevant information is identified, it will be coded and then organised by criteria and sub questions. This will facilitate the sorting, analysis and triangulation of data by criteria and key questions (outlined in the evaluation matrix) and/or other key foci that may emerge during the course of the evaluation) to inform report writing. This approach will also be used to organise other sources of information gathered during the evaluation. The initial draft list of documents to be reviewed (see Annex H) will be elaborated with CLEAR stakeholders' input as required during the course of the evaluation.

3.2.2 Interviews with Key Stakeholders

Throughout the evaluation process, the Evaluation Team will interview key stakeholders within and outside of CLEAR circles, to obtain their perspectives on the key evaluation issues and questions included in the evaluation matrix. The most recent list of persons to be interviewed⁶ is found in Annex I; this will be updated as required with CLEAR stakeholders' input. Interview protocols for different stakeholder groups are included in Annex J.

The team will carry out interviews face-to-face (during the regional site visits, as well as in Washington DC), and through videoconference or phone/Skype. All interviews will be guided by semi-structured protocols organised around the major evaluation questions.

⁵ The need to prioritize among these three components was highlighted by the Evaluation Task Force in their feedback to the draft Inception Report.

⁶ At February 5 2014 Most of the listed stakeholders will also be invited to participate in the ONA/SNA survey which will complement (not duplicate), interview questions. During the interview process, the purpose of the SNA/ONA will be explained, and interviewees will be actively encouraged to participate.

As shown in the revised LOE in section 3.8, in addition to the time being spent on consulting with stakeholders during site visits, we have allocated another 40 person days to the conduct of telephone and Skype interviews, which will allow for approximately 120 additional consultations.⁷

The table below illustrates the key types of stakeholders who will be consulted via telephone/Skype, as well as an estimate of the approximate number of interviews per stakeholder group.

Table 3.1 Stakeholders to be consulted via telephone/Skype

Stakeholder group	Approximate number of telephone/Skype interviews	Comments
CLEAR units	25	Board members; Secretariat staff; Regional Advisory Committee members not met during site visits;
Global and regional thought leaders	25	Which individuals or organizations are considered to be 'thought leaders' in areas relevant to CLEAR is a question of <i>reputation</i> , and thus to some extent a subjective measure. To identify relevant thought leaders we will rely on input from our expert advisory group, as well as on suggestions from the Evaluation Task Force.
CLEAR competitors / other global or regional initiatives concerned with building evaluation capacity.	15	We will seek the input of the CLEAR Board, Regional Centres, the RACs, Secretariat and our Advisory Committee members to identify such actors.
Others	25	E.g. any regional/global/international collaborators of CLEAR not met during site visits, e.g. (possibly) 3ie.
CLEAR clients (current, past, potential)	30	In addition to those clients interviewed during site visits. ⁸ Please see below for more details.
Total	120	

As illustrated above, one focus of data collection through telephone and Skype interviews will be to elicit information from CLEAR *clients* in addition to those clients consulted during the site visits. This will include:

- *Current and past clients*, i.e. individuals or organizations who have benefited from/used CLEAR Regional Centre products and/or services and who can provide in-depth feedback on the quality, utility and results of CLEAR capacity development services to date.
- *Potential clients*; i.e. individuals or organizations who are likely to have heard of CLEAR and whose roles/responsibilities imply that they might benefit from its products and services, but who have not yet done so. The Evaluation Team will consult with staff in the five Regional Centres and their affiliates to identify such potential clients.

We propose the following sampling criteria for the selection of clients to be consulted (in addition to the ones interviewed during the site visits:

⁷ Three per day, including scheduling and write-up of interview notes.

⁸ During the site visits, the evaluation team will consult with approximately five to ten clients per visited regional centre (including affiliates), for a total of up to 45-75 clients.

- Approximately 66% of clients interviewed should be current or past clients, while up to 33% should be 'potential clients' as defined above.
- Individuals should come from countries other than the ones visited.
- Per region, additional 2-3 countries should be covered, if feasible.
- For both actual and potential clients, the respective sample should represent at least two different types of stakeholders (i.e. parliaments, ministries, civil society, academia, private sector)

3.2.3 Network Analysis

Definition of Network:

In the context of the Organizational Network Analysis conducted as part of the MTE, the use of the term *network* goes beyond its limited sense of a formally established and/or managed body (e.g. the network of CLEAR Regional Centres). Instead, it refers to **patterns of (formal and informal) collaboration among individuals and organizations across complex systems.**

Purpose of Network Analysis:

Network Analysis acknowledges that the challenges faced by developing countries in making progress towards development results are complex. Tackling these challenges requires cooperation among diverse organizations, communities and individuals, each offering its own unique skills and resources. The network analysis can provide several insights to CLEAR stakeholders such as the following

- It can demonstrate how CLEAR is positioned within its various (global, regional, and national) contexts and in relation to other actors who are working towards the same or similar overall goals, but – in most cases – by different means.
- It can identify thought leaders/influential actors who are relevant given higher level CLEAR outcomes.
- It can help illustrate CLEAR's perceived relevance within these broader systems and its reach;
- It can confirm, or lead to modifying some assumptions about CLEAR – e.g., is networking strongly focused on and limited to connections within each region, or are there connections between and among regions?
- It can illustrate power relations that exist within the various contexts– typically brokers and resource hubs tend to have influence in the system.

Readers should note that Network Analysis is **not** intended to assess the quality of specific services provided by CLEAR – this will be explored through document review and interviews.

Proposed approach

For this evaluation, our proposed partner, Root Change, will utilise its online network platform to map and measure knowledge sharing between and among key CLEAR stakeholders at global, national and regional levels. Through the platform, the Evaluation Team will be able to interactively

visualise and measure CLEAR stakeholder relationships both “inside” and “outside” the network. This will include an assessment of relationships among CLEAR’s key stakeholder groups such as government ministries and agencies, civil society organizations, academia, funders, and/or other service providers across priority knowledge sharing themes (a.k.a. **collaboration areas**) which will reflect CLEAR’s outcomes as defined in its Theory of Change. For this evaluation, the six proposed collaboration areas, which correspond to the various levels of CLEAR program outcomes⁹, are as follows;

- Evidence-based decision making
- M&E systems and practices
- M&E Advocacy and Promotion
- Innovations in M&E
- Human Capacity Development for M&E and Performance Management
- Institutional Strengthening for M&E and Performance Management

In Table 3.2, each collaboration area is linked to a CLEAR program outcome and illustrates the type of question that will be included in the Network Analysis survey.

Table 3.2 CLEAR Collaboration Areas, Outcomes and Examples of Survey Network Platform Data Collection Process

Collaboration Areas	Link to CLEAR TOC Outcome	Survey Question
<i>Evidence-based decision making</i>	Stakeholders use evidence in making decisions for improved development results	Which organizations or institutions do you go to for leadership and/or inspiration on how to effectively apply evidence-based decision making for development results?
<i>M&E systems and practices</i>	Strengthened monitoring and evaluation systems and practices	Which organizations or institutions do you go to for leadership and/or inspiration on institutionalizing effective monitoring and evaluation systems and practices?

⁹ Outcomes, higher level outcome, and highest level outcome.

Collaboration Areas	Link to CLEAR TOC Outcome	Survey Question
<i>M&E Advocacy and Promotion</i>	Improved enabling environments and demand for M&E	Which organizations or institutions do you go to for support in promoting and advocating M&E practices?
<i>Innovations in M&E</i>	Innovations in M&E	Which organizations or institutions do you look to for guidance or inspiration on new, innovative ideas and techniques in M&E?
<i>Human Capacity Development for M&E</i>	Expanded professional expertise in regions	Which organizations or institutions do you send your staff to advance their technical skills and knowledge of M&E methods, practices and management?
<i>Institutional Strengthening in M&E</i>	Strengthened capacity to produce and use evidence	Which organizations or institutions does your organization go to help strengthen or develop its M&E policies, practices, and management?

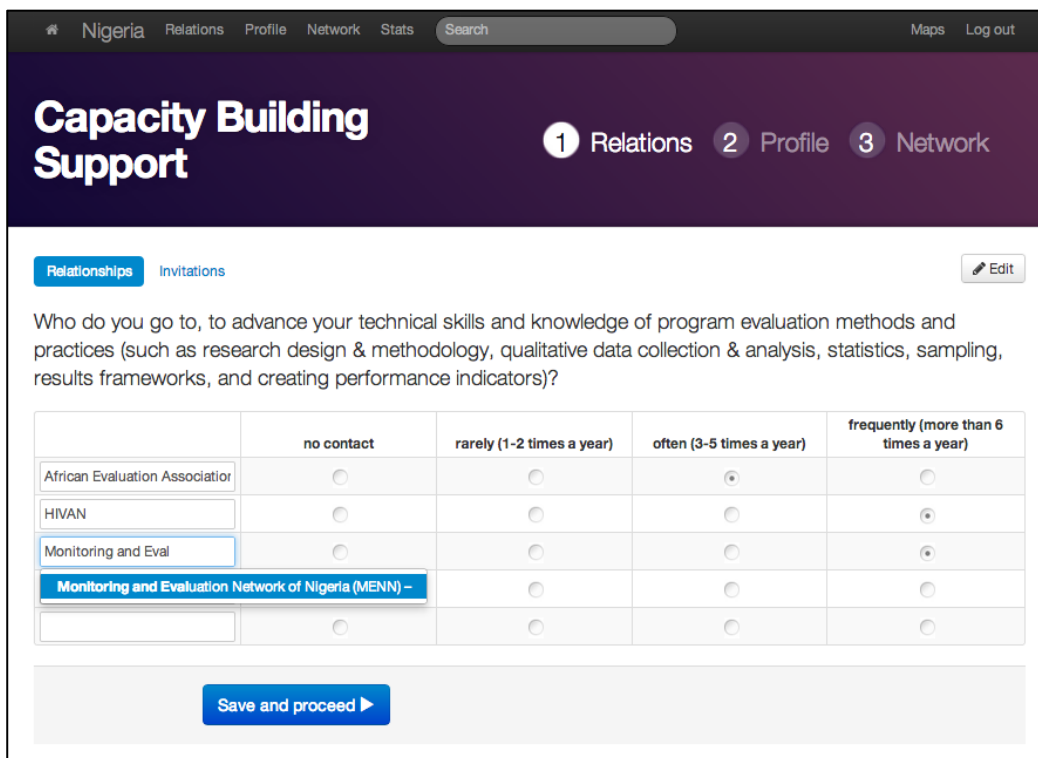
Network Platform Data Collection Process

The Universalia study team, with support from CLEAR Centres, will establish an initial list of 30-50 organizations serving as clients, collaborators, competitors, or thought leaders within the CLEAR network and the wider M&E ecosystem in each region. These core actors will serve as our “trust anchors” and will be the first invites to participate in this study and join the ONA platform.

Actors will join the online network platform through their email invitation. Once invited, users can easily create an account and start mapping their relationships with each other through simple relationship surveys. Each survey will ask users to write-in the names of organizations they go to for information, ideas, resources, or technical support along 4 different potential areas of collaboration as outlined above.¹⁰

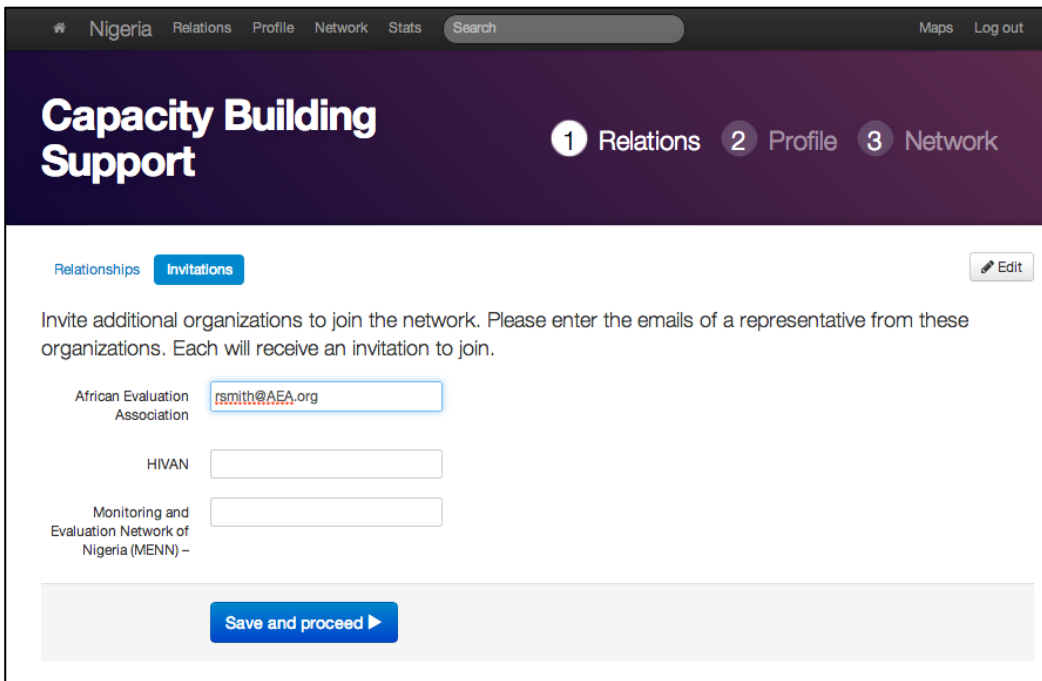
¹⁰ Please note that this approach slightly varies from the one outlined in the draft Inception Report: rather than providing respondents with a pre-made list of organizations or institutions that they can choose on, this approach asks respondents to enter those actors whom they consider key collaborators in the respective collaboration area. This approach will significantly reduce the time required by each respondent to fill out the survey as he/she will not need to navigate through a long list of possible choices many of which may not be relevant for the respective respondent.

Figure 3.1 Relationship Survey Example in Platform



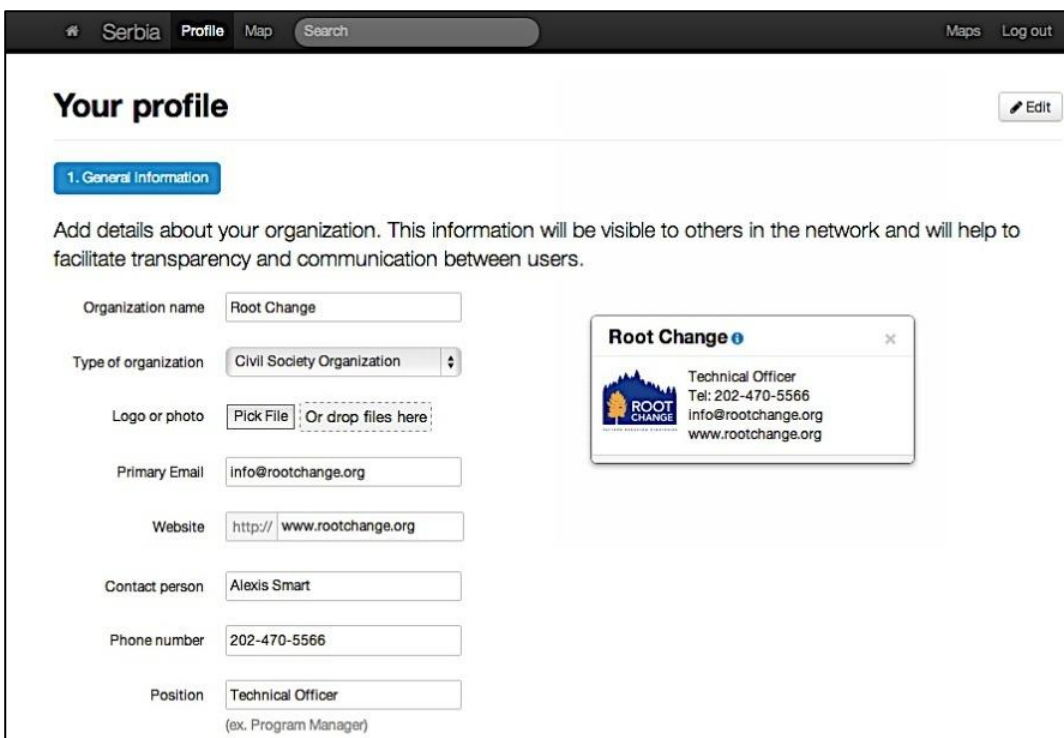
The platform is very intuitive, and can detect if a survey respondent has identified a new actor, who has not yet been invited to take part in this mapping effort. If this is the case, the respondent will be prompted in the survey to add a contact email for someone at that organization, so they can be invited to join and map their relations (see Image Y below). In this way, we are able to virally map relationships and invite in new actors who support members of the CLEAR knowledge network and capture their relationships.

Figure 3.2 Invitation Example in Platform



In addition to capturing relationship data, the platform will prompt each user to create a detailed profile. The user profile captures additional demographic information on each user (see Figure 3.3). For the evaluation we will be capturing data on the type of organisation or actor the user represents (e.g. CSO, public institution, or academia), CLEAR stakeholder type, the country in which the organisation is based, and if the user is or is not part of the CLEAR community.

Figure 3.3 User Profile in Platform



Data fields in the profile additionally can be converted into filters on the network map. For example, the network map can be filtered by organisation type, in order to focus on information and resource flows between only civil society organizations or academia, or by CLEAR network members.

3.2.4 Site Visits to CLEAR Regional Centres and Affiliates

The site visits are intended to capture information to respond to evaluation criteria and questions outlined in the evaluation matrix. Our approach to the site visits involves several steps:

- **First**, in coordination with the endorsement of the CLEAR Evaluation Task Force and through the active assistance of the CLEAR Secretariat, we will liaise with CLEAR Regional staff to prepare for the Centre visits. Lists of informants will be established and initial contacts will be made with support from the CLEAR Regional Centres; this is especially important due to the need to engage regional, affiliate and national stakeholders as part of the informant pool. Another essential part of our preparatory activities will be to review available documents and other sources of information not only on the programmes implemented in the respective countries, but also on the respective national contexts. This will provide a solid foundation on which our in-depth data collection during selected country visits to examine illustrative, exemplary projects can be built. Preparatory work on this has already taken place: during the Inception Phase, initial contact was made with the heads of five Regional Centres¹¹ to confirm the timing of the field visits and to outline the Evaluation Team expectations and support requirements during the data collection phase.
- **Second**, under the leadership of the Evaluation Consultant assigned to each of the five regional Centres and supported by the Regional Consultant¹², data will be collected and analysed to: inform the proposed rapid organisational assessment of each Centre; to obtain required information to assess the performance of the CLEAR programme in each region; and to inform the network analysis and the business case analysis.
- **Third**, under the leadership of the Regional Centre Consultant for each of the regions, visits will be made to three of the five affiliate Centres (namely Ghana, Kenya, and Burkina Faso and, in the case of the Latin America Regional Centre which has no affiliate Centre, one additional country (Peru). These visits will assess the nature of the organisational arrangements that the affiliate has with CLEAR and, where feasible, carry out reviews of selected CLEAR funded initiatives in that country. Stakeholders connected to the affiliate Centre in Pakistan will be consulted via telephone and Skype.¹³ The identification and selection of such examples will be done with the input of the Regional Centres and the MTE Task Force.

The primary methods for data collection during the site visits will be a set of interviews and small group meetings (and/or focus group sessions) with a broad range of informants. Information gathered during each site visit will be consolidated, analysed and used to prepare tables summarising the organisational performance of the Regional Centre, tables summarising CLEAR programme progress to date in that region, and tables summarising the business case in each Centre. Highlights will be shared using a PowerPoint presentation summarising preliminary findings, conclusions and emerging recommendations with Regional Centre staff (and others as

¹¹ Since the Regional Centre in Brazil is very new, the Evaluation Team will instead consult with the Regional Centre stakeholders by telephone.

¹² With the exception of the South Asia Centre which will not include a Regional Consultant

¹³ This approach was suggested by the affiliate Centre in Pakistan and derived from the consideration that the number of stakeholders to be consulted in Pakistan is relatively limited, and that the respective individuals are located in different parts of the country, which would limit the usefulness of a visit to Lahore.

deemed appropriate) at the end of each regional visit. These sets of findings, when combined with those emanating from the document review, will later be aggregated along with other data to develop sets of crosscutting findings relative to the key evaluation issues and an eventual set of recommendations.

3.2.5 Site visit to CLEAR Secretariat

For the reviews of the Global Secretariat and the Network, the Evaluation Team will use a similar approach to that outlined above for the regional centres, with a couple of exceptions. These reviews will be led by the Evaluation Team Leader, supported by other core team members as required, and will include site visits to Washington. All other data collection will be done virtually.

3.3 Phase III Analysis and Reporting

3.3.1 Analysis

The following methods of data analysis will be employed to make evaluative judgment against the agreed upon basis for assessment, i.e. the CLEAR Theory of Change and Results Framework:

- **Descriptive analysis** will be used to understand the contexts in which CLEAR works, and to describe its portfolio of interventions. Descriptive analysis will be used as a first step, before moving on to more interpretative approaches.
- **Content analysis** will constitute the core of the qualitative analysis. Documents and interview notes will be analysed to identify common trends, themes, and patterns for each of the key units of analysis. Content analysis will also be used to flag diverging views and opposite trends. In these cases, further data collection may be needed. Emerging issues and trends will constitute the raw material for crafting preliminary observations that will be subsequently refined to feed into the draft and final evaluation reports.
- **Quantitative/Statistical analysis** will be used to interpret quantitative data. It will principally be used to assess CLEAR's use of resources, and to quantitatively analyse different characteristics of the interventions portfolio as categorized by geographic, thematic, or other criteria.
- **Comparative analysis** will be used to examine findings across different regions, countries, themes, planned CLEAR contributions, CLEAR's reputation and other criteria as deemed important; and to identify good practices, innovative approaches, and lessons learned. This type of analysis will be used throughout the process, to examine information and data from stakeholder consultations and document/file and literature review. Please refer to section 3.1.1 for additional details.
- **Network Analysis** An online platform integrates social network analysis (SNA) techniques, including sophisticated network analytics and diagnostics that will allow the Evaluation Team to identify key actors in the CLEAR ecosystem and the roles they play. The metrics listed in the sidebar will be used to analyze network data within the platform. By analyzing these metrics in the platform, the Evaluation Team will draw conclusions about the position and level of influence of CLEAR members relative to others in the system, as well as discover who may be more isolated in the ecosystem. We will also measure knowledge diffusion across all key actors, spotlight clusters of connectivity or cliques, and identify gaps or bottle necks in flows of information and resources that may exist in the ecosystem.

These mixed methods purposefully influence the analytical process in that they provide triangulation and thus enhance credibility of findings through the convergence and overlapping of different methods.

3.3.2 Reporting

The evaluation will produce several kinds of reports as described below.

Presentation and Validation of Preliminary Findings

Towards the end of the data collection phase, the Evaluation Team will identify and synthesise the emerging findings, issues, trends, and opportunities to respond to the key questions for the overall evaluation. These will be summarised in a PowerPoint slide presentation. The Team Leader and selected members of the team will share and discuss the contents of the presentation via videoconference with the Evaluation Task Force and other stakeholders. This exercise will be used to validate emerging findings, discuss and resolve potential issues, and inform subsequent data collection if and as necessary. Once the remaining data is collected, data analysis will continue along the lines described above.

First Draft, Second Draft and Final Evaluation Reports

Following the completion of data collection and analysis, the Evaluation Team will prepare a first **draft evaluation report**. A draft outline for the overall CLEAR report is provided in the sidebar. The Evaluation Team will seek two rounds of integrated feedback from the CLEAR Evaluation Task Force, and revise the report as required.

The envisaged timelines for the second draft and the final version of the report are outlined in section 3.6.

Resource Hubs (In-Degree): Actors with high **in-degrees** scores are those who have been nominated by a large number of other actors as someone they go to for information resources. These actors serve as prominent “resource hubs” within the network and can frequently act as opinion leaders.

Active Networkers (Out-Degree): Actors with high **out-degrees** scores are those who report having large numbers of linkages with other actors. These are the most “active networkers” and resource seekers within a system.

Brokers (Betweenness): These are actors who provide a unique bridge between different organizations and individuals across a network. These actors are powerful “connectors,” with the potential to integrate peripheral actors and information sources into a system.

Influencers (Eigenvector): These are actors who are connected to many other influential actors and clique leaders in a system. As a result of the position they are typically “in the know” and have the ability to rapidly diffuse information in a system.

Draft Report Outline

- I – Introduction (includes Evaluation Methodology)
 - II – CLEAR Progress at Mid term (a brief overview of the work of CLEAR at the global and regional levels to date)
 - III– Analysis of CLEAR Programme Level Performance
 - IV- Analysis of CLEAR Organisational Arrangements
 - V – Conclusions, Recommendations and Future Opportunities
- Annexes: TOR, List of Consulted Stakeholders, List of reviewed Documents, results of the Network Analysis

3.4 Communication and Dissemination of Evaluation Results

All three purposes of the MTE (accountability to funders, learning for improvement, and public knowledge improvement) require effective communication and dissemination of evaluation results to different audiences.

Table 3.3 outlines the key communication products and dissemination activities proposed by the Evaluation Team to address the key stakeholder groups implied by the three purposes of the MTE.

In addition to these specific products/activities we suggest that a) the full Final Evaluation Report be made publicly available on the CLEAR website once it has been approved by the Board; and b)

that, as the evaluation evolves, the Evaluation Team and the Evaluation Task Force continue to explore whether additional approaches and/or products should be considered to further enhance the potential relevance of the evaluation as a public good contributing knowledge on approaches to strengthening evaluation capacity in developing countries, and/or designing and managing global initiatives.

Table 3.3 Draft Communication and Dissemination Plan

Audience/Target Group	Suggested communication products/ dissemination events	Suggested timing
CLEAR Board	Presentation and discussion of key evaluation findings and recommendations.	During Board meeting in early July 2014.
CLEAR Regional Centres	Up to three webinars facilitated by 1-2 Evaluation Team Members for CLEAR Regional Centre staff and key clients/collaborators (invited by the respective Centre of Affiliate Centre) to share and discuss key evaluation findings and recommendations. Each webinar would last approximately 1.5 hours. If desired by the Regional Centres one webinar each could be conducted in English, French, and Spanish respectively.	Late summer/early autumn 2014. Dates to be discussed with the Regional Centres.
Interested public at large	Up to three written Learning Briefs based on the final evaluation report that can be made available to the broader public through the CLEAR website, the websites of the Regional Centres, and/or other channels to be determined by the ETF. Each brief will summarize key evaluation findings and observations around a key theme or question on 1-3 pages. Which themes/questions are deemed the most relevant to be addressed will be discussed with the ETF once the final Evaluation Report has been submitted.	Autumn 2014. Dates to be discussed with the Evaluation Task Force.

The final ownership/copyright of the Evaluation Report and related dissemination products (e.g. learning briefs) will lie with the CLEAR Board.

3.5 Evaluation Team Composition

Given the proposed changes to the Evaluation Team composition as outlined in Section 2, this section presents the new team members for MTE Task Force review and approval; summarises roles and responsibilities of all team members and, finally depicts reporting relationships among team members.

3.5.1 Proposed Additional MTE Team Members

A list and profile of proposed new team members is provided below.

Table 3.4 Overview of proposed additional MTE team members

Role	Proposed Team Member Profile
Core Evaluation Team	<p>Geraldine (Gerry) Cooney will join the team to assist the Team Leader and Deputy Team Leader in the data collection and will be responsible data collection related to the Anglophone Africa Centre.</p> <p>Gerry Cooney is an owner and senior evaluator at Universalia. A credentialed evaluator, Gerry has over 30 years of experience in leading and managing evaluations of large and complex international development projects, programs, and organizations in a variety of sectors and themes. She also has solid experience in supporting organizations in assessing their performance measurement, monitoring and evaluation needs and assisting them in developing monitoring and evaluation systems to meet such needs. Gerry's clients include various UN agencies (UNICEF, UN Women (and formerly UNIFEM), IFAD and WIPO), the World Bank, bilateral development agencies, and international and national NGOs. Gerry provides high quality, value-added and timely services to Universalia clients, and manages large and diverse teams of advisors within budget and contract specifications. Over the past three decades, Gerry has worked extensively throughout Africa and Asia on evaluation assignments. She speaks fluent English and conversational French and has a working knowledge of Spanish and Setswana. Gerry is the past President of the Canadian Evaluation Society's National Capital Chapter¹⁴, which is the largest and oldest CES Chapter in Canada with over 550 members. Gerry holds Canadian and Irish citizenships.</p> <p>Ms. Cooney's CV is found in Annex K.</p>
Advisory Group	<p>Angela Bester is a very experienced public sector specialist who is an expert in Evaluation of public policies in South Africa. She worked in the public sector for over 20 years in South Africa and in Australia. She led the Government Performance service portfolio in Deloitte Consulting from 2006 to 2011. Angela currently runs a small consulting business.</p> <p>In addition to her consulting experience, Angela has an exemplary track record as a senior public sector manager. She served as Director-General of the Department of Social Development, Director-General of the Public Service Commission and Deputy Director-General of the Department of Land Affairs of South Africa. Angela has been credited with making a significant contribution to the institutional development of these departments.</p> <p>Ms. Bester's CV is found in Annex K.</p> <p>Terry Smutylo is a senior evaluator with over 30 years of expertise in evaluation methodologies, instrumentation development, participatory, program and strategic evaluation and institutional assessment. Terry has extensive experience in leading the evaluation function with a major international research institution (the International Development Research Centre (IDRC) where he served as Director from 1992 until 2005. He also has several decades of experience in evaluating the performance and capacities of research institutions, networks of research institutions and their programs around the world. Mr. Smutylo currently provides Special Advisory services to IDRC, serves as a faculty member of Carleton University's International Program for Development Evaluation Training (IPDET), and works as an independent evaluation specialist with international development organizations. Mr. Smutylo has conducted evaluations, provided training and facilitated organizational development with civil, governmental, national and international organizations, in Canada, America, Europe, Asia, Africa and Latin America.</p> <p>Mr. Smutylo's CV is found in Annex K.</p>

¹⁴ For more information on CES NCC please see <http://ncc.evaluationcanada.ca/>

Role	Proposed Team Member Profile
Network Analysis Consultant	<p>Root Change directs global leadership and organisation performance-improvement initiatives, partners with innovators and investors to launch enduring solutions to social and economic problems, and implements projects and collaborative programs to drive innovation in social development. Root Change is working to advance pattern-breaking capacity development approaches worldwide. Its innovations include Organisational Capacity Assessment, (OCA), capacity building accounts, Organisational Network Analysis (ONA), Idea Markets for Development, regional and global grassroots crowd-sourcing programs for innovation discovery, web-hosted collaborative competitions, and local service provider market development.</p> <p>Root Change promotes a systemic, interdisciplinary perspective and recognizes scaling-up as a challenge that must draw on knowledge from many fields, including business and non-profit management, social entrepreneurship, social change movements, public policy, knowledge creation and idea diffusion. In integrating this approach, Root Change has moved beyond the improvement of internal management practices to increasingly emphasize innovation, entrepreneurship, relationship brokering, resource leveraging, and networking across project sectors. This external focus places a premium on social capital: a network of professional and personal relationships that yields human capital in the form of committed staff, volunteers, donors, and friends who can, in turn, provide access to more social capital. These social networks lead to other essential forms of capital – financial, political, and intellectual – that give the organisation the means to coordinate and increase its impact.</p> <p>Root Change has pioneered the use of Organisational Network Analysis (ONA) in the international development sector, applying ONA in Africa, Asia and Latin America to map existing networks to see how members are interlinked and to establish metrics for performance. Examples of Root Change’s application of ONA in 2013 include the following:</p> <ul style="list-style-type: none"> ▪ An analysis of the World Bank Institute’s Contract Monitoring Initiative in Kenya and Uganda; this included the design of an evaluation framework that measured activities and intended outcomes and analyzed collaboration levels and patterns through organisational network analysis. ▪ The launch of a dynamic online network platform designed by Root Change and technical partner Lome Social Networks. Users of the platform can interactively map and visualize their relationships in their professional networks. The platform is currently being used to map and inform network strengthening for the impact investment ecosystem in Mexico and Central America and civil society ecosystems in Serbia, Tanzania, and Nepal. ▪ Root Change is conducting an ONA of connections between CSOs, donors, INGOs and other development actors in both Tanzania and Nepal, as part of a larger 10 country Applied Learning Agenda on Local Organisation Capacity Development under the Capable Partners Programme (CAP), a USAID Leader with Associates Cooperative Agreement. <p>The contact persons from Root Change will be Mr. Evan Bloom and Ms. Alexis Smart.</p>

3.6 Roles and Responsibilities

- MTE Task Force¹⁵ Key audience for receiving recommendations for consideration (some actions may have direct implications for the Board) and for approving the action plans pertaining to the findings and recommendations.

¹⁵ The task force consists of a core of Board members responsible for leading on the design and coordination the evaluation, namely representatives from AusAid, the Rockefeller Foundation, DfID (chair), and SIDA. The

- Drafting the Terms of Reference
- Establish and update the Evaluation Committee (including representatives of regional centres governing bodies)
- Commissioning the evaluation
- Approve the Evaluation Team's Inception Report (including work plan, budget and methodology) and subsequent outputs including the evaluation reports
- Overseeing the implementation of the Evaluation, including reviewing reports, providing feedback, facilitating reporting of the evaluation at the CLEAR Forum. This will include regular (i.e. at least bi-weekly) check-ins between the Task Force Chair and the Evaluation Team Leader or an assigned senior team member as her deputy via email, telephone or Skype.

3.6.1 UK Department for International Development

- Procurement and process management of the consultants
- Primary point of contact for the evaluators as pertaining to contractual issues

All evaluation deliverables will be sent by Universalia/OPM to the Evaluation Task Force via the liaison contacts in DfID.

3.6.2 Evaluation Committee¹⁶

- Providing comments on the Terms of Reference for the Evaluation
- Provide comments of draft products
- Communicating the findings of the Evaluation to member funding agencies.
- Overseeing the strategic implementation of recommendations for CLEAR.

3.6.3 CLEAR Secretariat

- Giving access to an existing Team Room site with all the essential CLEAR documents for the evaluation. The Secretariat will organise the documents in a way that is easily understood and accessible to the team
- Providing inputs into and reviews of the draft report - as key stakeholders in the evaluation (in addition to the Centres)
- Providing guidance on appropriate scheduling of monitoring field visit itineraries, and providing letters of introduction for the consultant where appropriate

designated SIDA representative had to pull out of the evaluation and the Board is currently considering a replacement.

¹⁶ Consisting of the CLEAR Board (i.e. the Evaluation Task Force, the World Bank, AFDB, IADB), representatives from donor agencies that have supported CLEAR but have not sat on the Board (ADB, SDC) and representatives of Regional Centres governing bodies, namely from Witwatersrand University (South Africa), CESAG (Senegal), IFMR (India), and CIDE (Mexico),

- Providing feedback to the consultant on factual accuracy and utility of draft reports and other products
- Providing letters of introduction for the evaluators where appropriate
- Providing background information on CLEAR
- Responding to the requests of the evaluators for additional information
- Receiving and considering the recommendations of the reports and report on actions taken
- Reporting to the Board on proposed actions to address recommendations
- Communicating and discussing the key findings with their respective stakeholders
- Integrating recommendations into ongoing operational plans for CLEAR at global and regional levels.

3.6.4 CLEAR Regional Centres

- Working collaboratively with the Board, Secretariat and the evaluators in the design of the Evaluation
- Providing information and access to CLEAR activities and results
- Supporting the consultants in providing names for interviews, contacts, facilitating interviews with their senior people, etc
- Providing ongoing operational and programmatic information to the consultant
- Providing administrative liaison with the consultants
- Providing guidance on appropriate scheduling of monitoring field visit itineraries, and providing letters of introduction for the consultant where appropriate
- Facilitating field visits of the Evaluation Team including to CLEAR host institutions, public and civil society stakeholders in the region.
- Reviewing the draft evaluation report
- Providing feedback to the consultant on factual accuracy and utility of draft reports and other products
- Participating in the presentation and discussion of the results of the evaluation to the CLEAR Board.
- Receiving and considering the recommendations of the reports and report on actions taken
- Communicating and discussing the key findings with their respective RACs and partners
- Integrating recommendations into ongoing operational plans for respective CLEAR Centre.

3.6.5 Evaluation Team Member Roles and Responsibilities

An updated list of Team Member roles and responsibilities is provided below.

Table 3.5 Roles and Responsibilities

Roles and Responsibilities		
Name	Proposed Role	Responsibilities
Evaluation Team Leaders		
Dr Marie-Hélène Adrien	Team Leader	<p>Dr Marie-Hélène Adrien will have overall responsibility and accountability for management and conduct of the assignment, including coordination of all consultants, quality assurance and oversight regarding the evaluation process and deliverables. She will be responsible for regular client liaison and making presentations and debriefings to the client and other stakeholders as required.</p> <p>Dr Adrien will be actively involved in the Inception Phase to ensure that the evaluation requirements and framework are clear and that the team creates high-quality tools and frameworks for the evaluation. In that capacity, she will lead the visit to CLEAR Global Forum in Mexico. She will lead all data collection and reporting related to the Inception Phase.</p> <p>She will lead the team in all aspects of data collection and analysis, and coordinate and lead the team in analysis of the entities in the CLEAR Organisational Arrangements. She will also lead all data collection in Washington. She will ensure coherence and consistency of data collection, analysis, and writing.</p> <p>Finally, she will lead the process of data synthesis, and the formulation of overall evaluation findings, recommendations and lessons learned, and manage working sessions with all team members at various points.</p>
Ms Heather Baser	Deputy Team Leader and Capacity Development Specialist	<p>Ms Heather Baser will support the Team Leader and other Team members in all aspects of the assignment related to capacity development.</p> <p>More specifically, Ms Baser will be actively involved in the Inception Phase. She will travel to Mexico to attend the CLEAR Global Forum to collect data, and will be involved in the development of the evaluation methodology and tools, ensuring that the various dimensions of capacity development and complexity theory are appropriately addressed and incorporated.</p> <p>She will also participate in data collection (interviews, document review, and Theory of Change work) and will lead the data collection in Francophone Africa.</p> <p>Ms. Baser will be actively involved in data analysis, the formulation of preliminary findings and making presentations to stakeholders. She will have a significant role in the preparation of the draft and final evaluation reports.</p>

Roles and Responsibilities		
Name	Proposed Role	Responsibilities
Evaluators		
Ms Elisabetta Micaro	Evaluation Expert	<p>Ms Elisabetta Micaro will participate in the process of overall data collection (interviews, document review, and Theory of Change work). She will lead data collection in Latin America and participate in data collection at the CLEAR Secretariat in Washington.</p> <p>Along with the other team members, she will participate in the process of overall data analyses and formulation of preliminary findings, during which she will notably contribute to the organisational assessment analysis. She will have a significant role in the preparation of the draft and final evaluation reports.</p>
Dr Anette Wenderoth	Qualitative and Quantitative Expert	<p>Dr Anette Wenderoth will contribute to the Inception Phase, participating in the initial desk review and the development of the methodology and workplan.</p> <p>She will also participate in the overall data collection (interviews, document review, and Theory of Change work) and will lead data collection in relation to the South Asia Regional Centre.</p> <p>Along with the other team members, she will participate in the process of overall data analyses and formulation of preliminary findings, during which she will notably contribute to the organisational assessment analysis. Finally, she will support the preparation of the draft and final evaluation report.</p>
Ms. Geraldine Cooney	Qualitative and Quantitative Expert	<p>Ms. Cooney will contribute to the Inception Phase, participating in the initial desk review, collecting data during the Global Forum in Mexico, and developing the methodology and inception report.</p> <p>She will also participate in data collection (interviews, document review and Theory of Change work) and will lead data collection in Anglophone Africa.</p> <p>Along with the other team members, she will participate in the process of overall data analyses and formulation of preliminary findings. Finally, she will support the preparation of the draft and final evaluation report.</p>
Regional Centre Evaluation Team		
Dr Adeboye Adeyemo; Dr Ahmed Bencheikh; Dr Rosa Flores; Ms Sadie Xinxin Yang	Regional Consultants	<p><u>The Regional Consultants will be involved in all phases of the evaluation.</u></p> <p>Under the leadership of the Team Leader and/or the Deputy Team Leader, the regional consultants (one per region) will participate in the planning of the evaluation, in the data collection phase, data analysis and writing of the report.</p> <p>In addition to leading data collection at each regional CLEAR Centre, they will carry out additional data collection in one purposefully selected country in order to carry out an in-depth assessment of the effects of, and participants' satisfaction with, CLEAR support. They will be responsible for data analysis in their own region (and the selected country), related to the rapid organisational assessment, the business case, the SNA and the illustrative example. They will be actively</p>

Roles and Responsibilities		
Name	Proposed Role	Responsibilities
		<p>involved in overall data analysis, preparation of presentations of report writing.</p> <p>They will work closely with the Team Leader and Deputy Team Leader to ensure coordination, consistency and quality of the process and of the deliverables.</p> <p>Finally, they will also provide the team with contextual national/regional advice as needed.</p>
Expert Advisors		
Dr John Mayne	Senior Advisor/Contribution Analysis Specialist	<p>Dr John Mayne will provide the team with expert advice in evaluation methodologies in general, and relevant concepts 'borrowed' from contribution analysis in particular, throughout the course of this assignment.¹⁷</p> <p>Specifically, he will provide quality assurance at all stages of the evaluation to ensure that the team creates relevant tools and frameworks, as well as high quality deliverables/outputs. Dr Mayne will also contribute to overall data analyses and formulation of preliminary findings.</p>
Dr Charles Lusthaus	Senior Advisor/Network Analysis Specialist	<p>Dr Charles Lusthaus will provide the team with expert advice in evaluation methodologies in general, and business case and social network analysis in particular, throughout the course of this assignment.</p> <p>Specifically, he will provide quality assurance at all stages of the evaluation to ensure that the team creates relevant tools and frameworks, as well as high quality deliverables/outputs. Dr Lusthaus will also contribute to overall data analyses and formulation of preliminary findings.</p>
Mr Terry Smutylo	Senior Advisor	<p>Mr Terry Smutylo will provide the team with expert advice in evaluation methodologies in general, including on relevant concepts 'borrowed' from outcome mapping analysis in particular, throughout the course of this assignment.</p> <p>Specifically, he will provide quality assurance at all stages of the evaluation to ensure that the team creates relevant tools and frameworks, as well as high quality deliverables/outputs. Mr. Smutylo will also contribute to overall data analyses and formulation of preliminary findings.</p>
Ms Angela Bester	Senior Advisor	<p>Ms Bester will provide the team with expert advice in evaluation methodologies throughout the course of this assignment.</p> <p>Specifically, she will provide quality assurance at all stages of the evaluation to ensure that the team creates relevant tools and frameworks, as well as high quality deliverables/outputs. Ms. Bester will also contribute to overall data analyses and formulation of preliminary findings.</p>

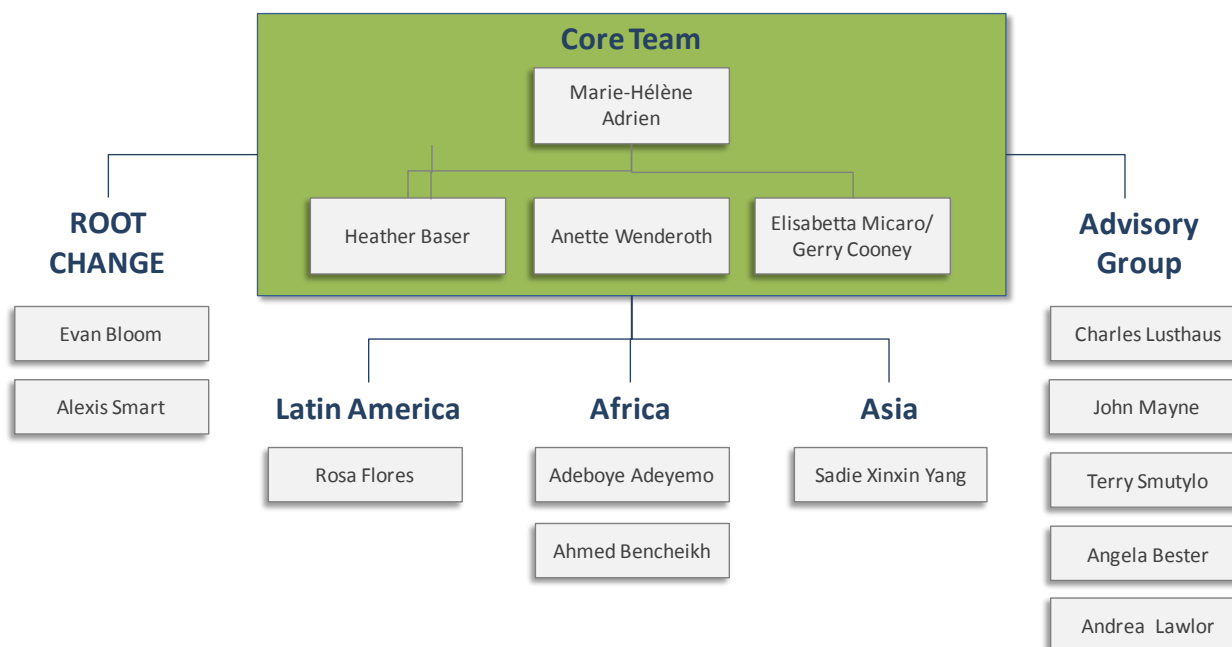
¹⁷ The Evaluation Team does not suggest applying Contribution Analysis or Outcome Mapping (mentioned in relation to Terry Smutylo below) in their entirety. Instead, with support from the Advisory Group members, we will utilize key concepts inherent in both approaches if and as relevant and feasible.

Roles and Responsibilities		
Name	Proposed Role	Responsibilities
Ms Andrea Lawlor	Quantitative Analysis Expert	Ms Andrea Lawlor will contribute to the Inception Phase, participating in the initial desk review and the development of the methodology and workplan. She will be actively involved in data collection. Specifically, she will be in charge of the Network Analysis (NA) component of the evaluation, in collaboration with Dr Lusthaus. Along with the other team members, she will participate in the process of overall data analyses, formulation of preliminary findings, and preparation of the draft and final evaluation report.
Mr. Evan Bloom Ms. Alexis Smart	Root Change (Network Analysis)	Root Change will support the Evaluation Team in all aspects of the proposed Network Analysis, including its planning/design, conduct of data collection, and preliminary analysis of survey results. They will regularly keep the Evaluation Team Leader informed of the progress of Network Analysis data collection process. Further, Mr. Bloom and Ms. Smart will provide inputs to the presentation of preliminary findings and the draft and final evaluation reports as regards the process and results of the Network Analysis.

3.6.6 Reporting Relationships

The following organigram depicts reporting relationship among MTE team members.

CLEAR MTE Team Organigram



3.7 Key deliverables and milestones

An updated schedule of key milestones and deliverables is provided in Table 3.6 below. The revised workplan is found in Table 3.7. This updated list of milestones indicates within what timeframe after receipt the ETF will provide consolidated feedback on the various deliverables to the evaluation team.

Table 3.6 CLEAR MTE: Key Milestones

Milestones/Deliverables	Revised Dates	Comments
Work Starts	November 7 th 2013	
Inception Phase		
Draft Inception Report submitted to CLEAR	December 15, 2013	
Discuss Inception Report with CLEAR Evaluation Task Force	January 22 nd and 23 rd 2014	
Revised Inception Report submitted to the CLEAR Evaluation Task Force	February 7, 2014	
Data Collection		
Regional and affiliate Centre site visits ¹⁸	February 3 rd - March 7 2014 ¹⁹	
Francophone Africa	February 10 th -21 st	
Anglophone Africa	February 10 th – 21 st	
Latin America	February 3 rd -14 th	
South Asia	March 24-28	
East Asia	February 24 th - March 7 th	
Document review		
CLEAR Secretariat site visit interviews	Feb/March 2014	
Launch and carry out network analysis survey	February - May 2014	
Telephone/Skype interviews and client survey	February- May 2014	
Analysis	February-May 2014	
Reporting		
Presentation of Preliminary of Overall Evaluation Findings (PowerPoint)	April 25 th 2014	
Draft Overall Report (First Draft)	May 23 rd 2014	Feedback by the Evaluation Task Force to be submitted within ten working days, i.e. by June 6th Universalis then has 15 working days to make revisions.



¹⁸ The site visit to this Regional Centre will take place within this period; visit to affiliate centres will be conducted immediately before or after this period.

¹⁹ Regional visits will be conducted concurrently

Milestones/Deliverables	Revised Dates	Comments
.....Revised Draft Overall Report (Second Draft)	June 27 th	Task Force to provide feedback within six working days, i.e. by July 8 . Universalialia takes five working days to finalize report.
Final Report submitted to CLEAR	July 15 th 2014	
Dissemination		
Presentation of key evaluation findings and recommendations to the CLEAR Board (based on the Second Draft of the Evaluation Report)	July 2	
Up to 3 webinars with Regional Centre staff and clients/collaborators to present and discuss key evaluation findings and recommendations.	Fall 2014 (tbd.)	
Up to 3 learning briefs on key topics/lessons emerging from the evaluation (to be discussed with the Task Force)	September 2014(tbd)	

Table 3.7 CLEAR MTE Workplan

Activity	Months																																					
	Nov-13			Dec-13				Jan-14					Feb-14					Mar-14					Apr-14				May-14				Jun-14				Jul-14			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	
1. Inception Phase																																						
1.1 Start-up discussions (via phone/Skype)																																						
1.2 Initial document review and consultations																																						
1.3 Planning for, participation in, and presentation at the Global Forum, Mexico			0																																			
1.4 Data collection at CLEAR Secretariat, Washington																																						
1.5 Draft Inception Report							2																															
1.6 Quality control																																						
1.7 Revision and submission of Inception Report																																						
2. Data Collection																																						
2.1 Developing and testing data collection tools																																						
2.2 In-depth document and literature review																																						
2.3 Telephone/Skype interviews with key stakeholders including clients																																						
2.5 Additional data collection related to Theory of Change																																						
2.6 Social Network Analysis (oversight and management)																																						
2.7 Data collection in 5 regions																																						
2.8 Data collection at CLEAR Secretariat, Washington DC																																						
2.9 Quality control																																						
3. Analysis and Reporting																																						
3.1 Data analysis CLEAR performance																																						
3.2 Reputational analysis																																						
3.3 Data analysis CLEAR Organizational arrangements																																						
3.4 Compilation and Presentation of Preliminary Findings																																						
3.5 First draft of Evaluation Report																																						
3.7 Revision and submission of second draft of Evaluation Report																																						
3.8 Liaison with the client on second draft																																						
3.9 Develop Final Evaluation Report																																						
3.10 Dissemination activities: Presentation of evaluation findings to CLEAR Board (in DC)																																						
3.11 Dissemination activities: 3 Webinars for Regional Centres																																						tbd.
3.12 Dissemination activities: up to 3 Learning Briefs																																						tbd.
4. Assignment Management																																						
4.1 Team coordination																																						
4.2 Communication with client																																						

- Month input include 22 eight hour days of work
-  Holidays
 Outputs
- Outputs**
 1. Presentation of Concept Note at CLEAR Global Forum
 2. Draft Inception Report
 3. Final Inception Report
 4. Presentation of Preliminary Overall Evaluation Findings (PPT)
 5. First draft of Evaluation Report
 6. Second draft of Evaluation Report
 7. Final Evaluation Report
 8. Dissemination activities (Board Presentation)

3.8 Revised Level of Effort

The revised level of effort which reflects the proposed changes in section 2 is provided in Table 3.8.

Table 3.8 Level of Effort

Activity	Evaluation Team Leaders		Evaluators			Regional Centre Evaluation Team				Expert Advisors					Total	Assumptions	
	MHA	HB	EM	AW	GC	AA	AB	RF	XY	JM	CL	AL	AB	TS			
1. Inception Phase																	
1.1 Start-up discussions (via phone/Skype)	0.5	0.5															1
1.2 Initial document review and consultations	2	5		2	2				5			1					17
1.3 Planning for, participation in, and presentation at the Global Forum, Mexico	5	5		2	6												18
1.4 Data collection at CLEAR Secretariat, Washington																	
1.5 Draft Inception Report	2	2		6	2							1					13
1.6 Quality control	1										2						3
1.7 Revision and submission of Inception Report	1			1	1												3
Sub-Total	11.5	12.5		11	11				5		2	2					55
2. Data Collection																	
2.1 Developing and testing data collection tools	0.5	1		3													4.5
2.2 In-depth document and literature review	1	2	8	8		2	2	2	2		2		1	1			31
2.3 Telephone/Skype interviews with key stakeholders including clients	3	1	10	9	3	3	3	3	3		2						40
2.5 Additional data collection related to Theory of Change		1	1	1	1				1	1							6
2.6 Social Network Analysis (oversight and management)												10					10
2.7 Data collection in 5 regions		9	7	9	9	15	10	10	14								83
2.8 Data collection at CLEAR Secretariat, Washington DC	2										1	1					2
2.9 Quality control	2																4
Sub-Total	8.5	14	26	30	13	20	15.0	15.0	20.0	2	5	10	1	1			180.5
3. Analysis and Reporting																	
3.1 Data analysis CLEAR performance	2	2	2	2	2	2	2	2	2	3	5	1	3	3			33
3.2 Reputational analysis	1	1	1	1	1						1						6
3.3 Data analysis CLEAR Organizational arrangements	2	1	1	2	2	3	3	3	3		4						24
3.4 Analysis of the SNA results												4					4
3.4 Compilation and facilitation of slide presentation on preliminary findings	1	1	1	1	1	1	1	1	1								9
3.5 First draft of Evaluation Report	5		10	12	1	1	1	1	1	1	1	4					38
3.6 Presentation to Evaluation Task Force (by videoconference)	1	1															2
3.7 Revision and submission of second draft of Evaluation Report	1	1	1	5								1					9
3.8 Liaison with the client on second draft	2																2
3.9 Quality control for all deliverables	4									1	1						6
3.9 Develop Final Evaluation Report	2	1	1	1	1												6
3.10 Dissemination activities: Presentation of evaluation findings to CLEAR Board (in DC)	1.5				1.5												3
3.11 Dissemination activities: 3 Webinars for Regional Centres	2.5	2	2	2													6
3.12 Dissemination activities: up to 3 Learning Briefs	2.5	2.5		2.5													7.5
Sub-Total	25	12.5	19	28.5	9.5	7	7.0	7.0	7.0	5	12	10	3	3			155.5
4. Assignment Management																	
4.1 Team coordination	5																5
4.2 Communication with client	7																7
Sub-Total	12																12
Total Days	57	39	45	69.5	33.5	27	22	22	32	7	19	22	4	4			403

Legend:

Evaluation Team Leaders

MHA Marie-Hélène Adrien Team Leader
 HB Heather Baser Deputy Team Leader

Evaluators

EM Elisabetta Micaro Evaluation Expert
 AW Anette Wenderoth Qualitative and Quantitative Expert
 GC Gerry Cooney Qualitative and Quantitative Expert

Regional Centre Evaluation Team

AA Adebayo Adesanya Anglophone Africa (South Africa)
 AB Ahmed Bencheikh Francophone Africa (Senegal)
 RF Rosa Flores Latin America (Mexico)
 XY Sadie Xinxi Yang East Asia (China)

Expert Advisors

JM John Mayne Senior Advisor/Contribution Analysis Specialist
 CL Charles Lusthaus Senior Advisor/Network Specialist
 AL Andrea Lawlor Quantitative Analysis Expert
 AB Angela Bester Senior Advisor
 TS Terry Smytlo Senior Advisor

3.9 Risks and Mitigating Strategies

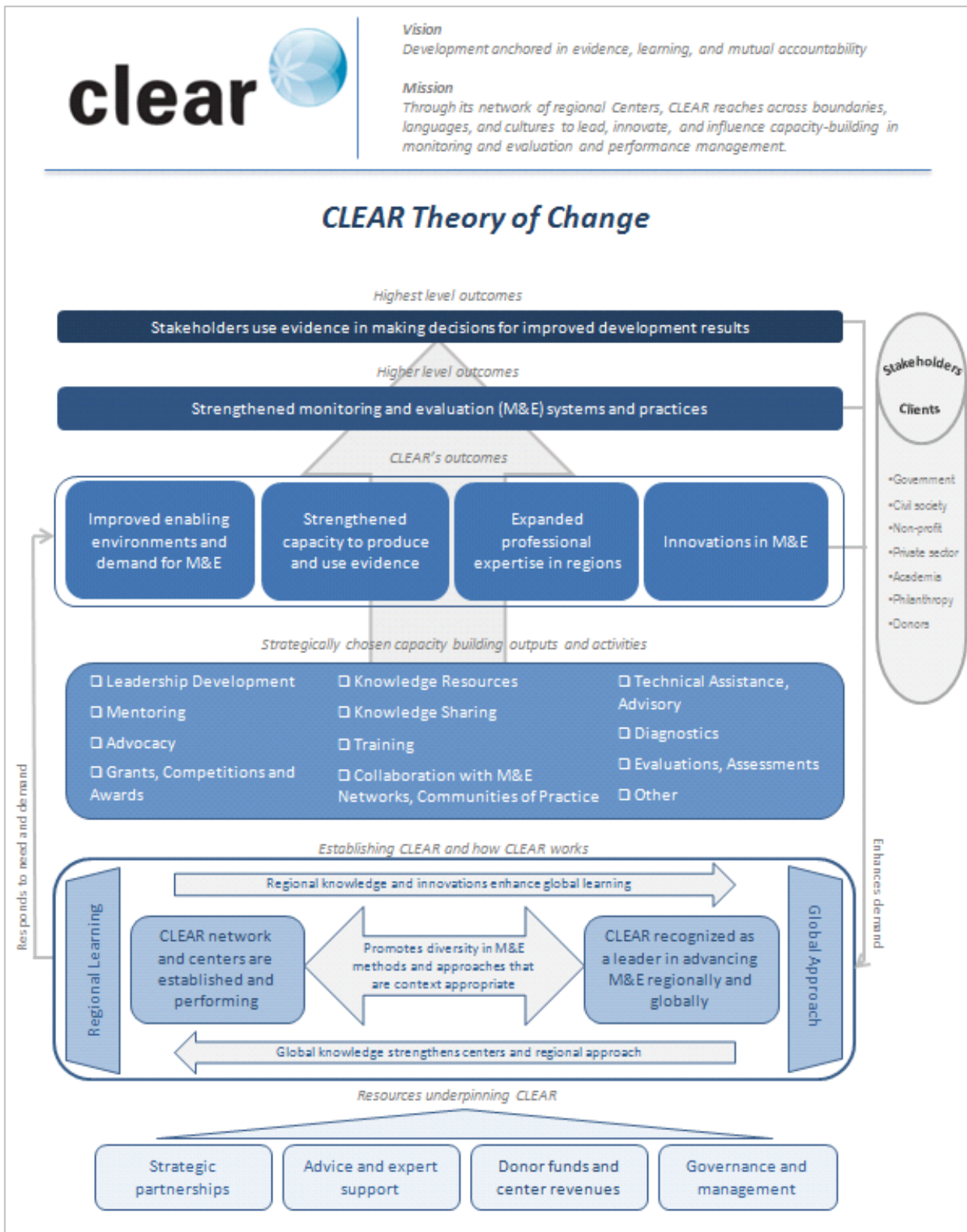
There are a couple of small risks envisaged at this time, as described below.

Table 3.9 Risks and Mitigating Strategies.

Risks	Implications	Mitigating strategies
Delays in site visits	Delays in accessing on-time data to support the analysis	Revised sequencing of field missions and on-the-ground plans to accommodate availability within regions. Sequencing of visits will allow the evaluation team to take observations from earlier visits into account when conducting later ones. Supplementary gathering of data via teleconferencing/phone calls
Lack of availability of a suitable replacement regional consultant for South Asia Delay in obtaining visa for international consultant	Delays in conducting on the ground research in South Asia. Data collection takes place without the input of a Regional Team member	Seek input from strategic thought leaders in India including RAC members for contextual advice. Data collection via telephone/Skype with those individuals not available during the site visit prior to the actual visit. Use opportunity of staggered site visits to test observations or hypotheses deriving from other site visits during visit to South Asia.
Respondents asked to fill out the survey as part of the Network Analysis respond with delays or not at all	Delays in accessing on-time data to support the analysis Gaps in data generated through Network Analysis; Limitations in the intended 'snowball effect' leading to limited relevance of the final Network 'snapshot'.	The evaluation team will use a variety of measures to encourage participation including: i) securing buy-in and support from CLEAR Regional Centres and the Secretariat to facilitate the first round of the survey process by asking them to identify respondents who are likely to respond, and thus help to generate information needed to demonstrate early the benefits of the analysis; ii) sending regular targeted reminders to non respondents if they have not responded after 2 weeks of receiving the survey and on a regular basis afterwards; iii) generating and disseminating periodic reports that graphically depict the results of the network analysis at that point in time; and iv) keeping the ETF Chair regularly informed of progress, challenges and identifying mitigating strategies requiring his approval or support.

Risks	Implications	Mitigating strategies
<p>Divergent/divisive views on evaluation questions.</p>	<p>Difficulty in presenting different perspectives in a coherent manner.</p> <p>Under-representation of views expressed by minority of stakeholders.</p> <p>Evaluation findings and recommendations not equally accepted and owned by all stakeholders.</p>	<p>If and where applicable the evaluation team will make explicit what issues were contested, in what ways, based on what (likely) reasons, and by what types of stakeholders (provided the latter does not infringe on confidentiality of individual responses).</p> <p>The mere fact that the majority of respondents held a certain viewpoint will not necessarily mean that the evaluation team agrees with the respective view. In relation to any contested issues the evaluation team will describe how it derived at its key findings and recommendations, e.g. what additional data sources were taken into account to arrive at its evaluative judgment.</p>

Annex A CLEAR Theory of Change



Annex B CLEAR Results Framework

Results	Key Performance Indicators
Overall	
<p>Highest-Level Outcomes to which CLEAR Contributes Stakeholders use evidence in making decisions for improved development results</p>	<p>1. By 2018, 70 percent of strategic clients and stakeholders surveyed report increased use of evidence in decision making</p>
<p>Higher-Level Outcomes to which CLEAR Contributes Strengthened context-specific M&E systems and practices</p>	<p>1. By 2018, an external evaluation commissioned by the Board indicates that centres have contributed to strengthening of M&E systems. 2. By 2018, an external evaluation commissioned by the Board indicates that at least 70 percent of CLEAR clients are using the knowledge, skills, or information they gained to raise evaluation practice</p>
Regional Learning	
<p>CLEAR'S Outcomes Regional Learning</p> <ul style="list-style-type: none"> Enhanced enabling environment and strengthened demand Strengthened organisational capacity to produce and use evidence Critical mass of professional expertise developed Innovation in M&E 	<p>3. By their third year, centres demonstrate in their work plans the capacity to address a range of M&E topics and methodologies (increase from baseline). 4. By their third year, centres 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). 5. By their third year, at least 50 percent of centre projects engage clients from outside of the centre's home country. 6. By their 3rd year, at least 80 percent of service clients score the quality of service as a 4 or higher (on a five-point scale). 7. By 2018, an external evaluation indicates that the centres are functioning well with respect to their strategic plans and objectives</p>
<p>CLEAR Programme-Level Outputs Regional Centres Established and Functional</p>	<p>1. By 2012, five centres selected and operational (original target was four). 8. By 2018, an external evaluation indicates that the centres are functioning well with respect to their strategic plans and objectives 9. By 2018, centres' percent of revenue-generating activities and programs increase from baseline (targets will vary centre to centre)</p>
Global Approach	
<p>Outcomes of Global Learning CLEAR global knowledge Peer-learning through the</p>	<p>1. By 2018, centre directors and staff report that they have been able to apply knowledge gained from other Regional Centres s through the CLEAR initiative 10. By 2018, the regional centres choose to continuing sharing</p>

Results	Key Performance Indicators
network	knowledge and expertise through a global network 11. By 2018, a survey of strategic clients and stakeholders indicate that at least 80 percent recognize the CLEAR global brand as a source of excellence and innovation in M&E

Annex C Terms of Reference

Contract Number: 8572 / POR503385

Terms of Reference and Scope of Work for the Mid-Term Evaluation of the CLEAR Global Initiative

1. Introduction

This document sets out the Scope of Work and Terms of Reference for the Mid Term Evaluation of the Centres for Learning on Evaluation and Results (CLEAR) Global Initiative to be conducted from November 2013 to May 2014.

2. CLEAR Global Initiative – Background Summary

Context

Effective development is guided by evidence. However, generating and using relevant and timely evidence on the ground has proved to be difficult. Countries' capacity for monitoring and evaluation (M&E) varies – data and useful information are often missing, credible approaches to gathering evidence and analysis are of uneven quality, and the systematic use of evidence for making decisions to drive development results happens much less often than desired.

The focus on development results achieved renewed impetus at the Busan high-level forum of 2011, building on the commitments made in the Paris Declaration (2005) and the Accra Agenda for Action (2008). Similar calls to action have increasingly come from civil society organizations across the developing world for regionally-owned and regionally-driven evaluation. Civil society evaluation organizations including regional evaluation associations, national evaluation associations, civil society and development organizations have reinforced the Busan message and have gone even further by highlighting the major asymmetries in evaluation that exists between the developing and developed world.

There is also a growing recognition that conventional development evaluation needs to become more inclusive of and responsive to a wider range of stakeholders, as well as embrace innovation in, for example, the use of new technology for real time monitoring and evaluation. These forces together set the stage and the need for the establishment of, and expectations for the CLEAR global Initiative.

Purpose

Established in 2010 as a global programme, CLEAR was designed to be an innovative approach to developing country government and civil society capacity in monitoring, performance management and evaluation. Its overall strategy is to integrate local knowledge and experience, on-the-ground support, and institutional development with global public goods in monitoring and evaluation²⁰.

²⁰ CLEAR's overall outcome is to contribute to stakeholders in the target regions using evidence in making decisions for improved development results, through strengthening context-specific M&E systems and practices (CLEAR Logframe, Annex A. of CLEAR Strategy, May 2013).

Strategy

The strategy encompasses customized regional approaches through working with and strengthening competitively selected academic institutions based in partner countries²¹. These institutions implement tailor-made strategies to develop M&E capacity in government and civil society within each region, drawing on local knowledge and experience. The programme thus intends to build capacity for sustainable impact, with the aim being that centres, and ultimately CLEAR becomes self-sustaining from the income generated from its clients. CLEAR also focuses on global public goods through identifying, generating, and sharing innovative and internationally benchmarked knowledge and capacity building approaches. Annex 1 to this TOR illustrates the CLEAR theory of change, which itself will be subject to review under the evaluation in terms of its relevance, logic and assumptions.

Structure

To implement its strategy, CLEAR is structured at two levels:

- Regional level - competitively selected regional centres (currently in Asia, Africa and Latin America) provide capacity building services to a range of regional stakeholder groups in government and civil society. Regional Advisory Councils are being established to provide guidance and oversight on each Centre.
- Global level – a global Secretariat coordinates and facilitates exchange and peer-to-peer learning on M&E and PM across and between regional centres. The Secretariat is currently housed at the Independent Evaluation Group of the World Bank. The vision is for the programme, and the Secretariat, to be eventually located in one of the selected CLEAR centres. The Board of CLEAR is also global, constituted of funding agency representatives.

Services

The Centres aim to provide demand-driven and cost-effective services specific to each region. Government agencies, civil society organizations, development institutions and donors, among other clients, should be able to access regionally based high quality knowledge and expertise through several inter-related services including customised training to meet the needs of practitioners, advisory services and technical assistance on the design and implementation of monitoring systems, the application and use of different types of evaluations, and the formulation and implementation of public and private sector reforms to strengthen a focus on results. Some Centres also aim to work specifically on evaluations through teaming up with other organizations and professionals to conduct evaluations also serves to expand the pool of professional evaluators in the region. Each centre and CLEAR globally aims to build knowledge and skills, support communities of practice and foster leadership for monitoring and evaluation.

²¹ CLEAR competitively selected the University of Witwatersrand in South Africa to host the center for Anglophone Africa, the Centre Africain d'Etudes Supérieures en Gestion (CESAG) in Senegal to the host center for Francophone Africa, the Jameel Poverty Action Lab at the Institute for Financial Management and Research in India to host the center for South Asia, and the Centro de Investigación y Docencia Económicas (CIDE) in Mexico to host the center for Spanish-speaking Latin America. The Asia Pacific Finance and Development Center (AFDC) in Shanghai, China, is also part of the CLEAR program. Expansion of the Initiative is being considered to Brazil and the Pacific. The results of this evaluation are expected to inform further expansion of the Initiative. Further information on the establishment of the centres can be found at: www.theclearinitiative.org

Financing

Financial support is provided to CLEAR by: the African Development Bank (AfDB), the Australian Agency for International Development (AusAid), the Asian Development Bank (ADB), Belgian Development Cooperation, the Inter-American Development Bank (IDB), the Rockefeller Foundation, the Swedish International Development Agency (SIDA), the Swiss Agency for Development Cooperation (SDC), the UK Department for International Development (DFID), and the World Bank Group (WB). The Secretariat is housed in the Independent Evaluation Group (IEG) of the World Bank Group, and the World Bank is the program's financial Trustee and program manager.

Governance

The CLEAR Board is constituted of the representatives of the donor financing agencies, with World Bank acting as the Chair and Secretary. Regional Advisory Committees are being established in each region to provide guidance and oversight over each regional Centre, which are managed by the host institutions which in turn have their own governance arrangements.

Timeframe and Sustainability

CLEAR was designed as a five-year programme. It is envisioned to run until 2016/17 with a possible extension. The selection of centres was phased, with the first selected in December 2010 and the most recent in January 2012. The establishment of these centres has thus also been staggered based on these variable selection dates, while consolidation is expected to be smoothed once centres are up-and-running.

It is intended that CLEAR expands its operations both within the regions in which it is currently focused, and, where appropriate, into new regions. The overall sustainability of CLEAR over and above intra-Centre continuity will depend heavily on the value of the inter-Centre relationships, and the global value that the initiative can bring. These issues will be looked at in the evaluation.

3. Purpose, Uses and Users

Requirements for a mid-term and final evaluation have been built into the funding agreements and expectations of funders and CLEAR Centres since the inception of CLEAR. The proposal to commission a mid-term evaluation of CLEAR reflects a demand by the CLEAR Board to have an independent assessment of the progress made at the mid-point in its lifecycle for the following purposes:

1. Learning for improvements in the rationale, design, management, implementation and governance of the CLEAR Global Initiative.
2. Accountability to the current funders of CLEAR for funds invested in CLEAR.
3. As a public good contributing knowledge on approaches to strengthening evaluation capacity in developing countries, designing and managing global initiatives.

The uses and users (recipients) of the evaluation will be:

1. The Board of CLEAR – through the evaluation findings related to governance and strategic oversight of the direction, performance and possible expansion of the CLEAR Initiative;

2. the CLEAR Secretariat at the World Bank – in terms of findings on the management of the CLEAR Initiative and their dialogue with Centres;
3. Each of the CLEAR Centres' (Asia, Latin America, Africa) regarding the performance of ongoing operations and development and lesson for improvement;
4. Each CLEAR Donor (Banks, Bilateral Agencies, Foundations) – in terms of informing decisions on continued financing;
5. Private sector actors, Governments and voluntary organizations of professional evaluators (VOPEs) - on lessons in strengthening demand and supply of evaluation capacity

4. Evaluation Objectives

The specific objectives of the evaluation will guide the users and the evaluators in terms of the shape and content of the evaluation. The evaluation will have summative and formative elements to it, but will primarily aim to be forward looking to understand better what CLEAR is achieving, whether its objectives are being met, and whether the approach being taken is appropriate in order to ensure effective performance for the remaining period of the initiative and beyond.

The objectives of the evaluation are to:

1. Highlight achievements, challenges and lessons to date as a basis for accountability to the funders and hosting institutions.
2. Make recommendations for improvements in the design, management, governance and implementation of the CLEAR Initiative for the remaining period of implementation, and with a view to taking the initiative to scale. This includes identifying the most promising strategies and/or alternatives approaches for CLEAR's success.
3. Produce public good knowledge (lessons, approaches) as part of the evaluation to inform the fields of development evaluation, regional capacity building, institution building, and global initiatives.

5. Evaluation Questions

The evaluation will draw on the standard OECD DAC criteria to guide the selection of key evaluation questions, namely relevance, effectiveness, efficiency and sustainability²².

Relevance will address the following key questions:

1. Is there a genuine demand or need for CLEAR as per its value proposition?
2. Is the theory of change for CLEAR relevant (original and revised) and is the results framework appropriate? Do the original assumptions still hold true?
3. Does the design of CLEAR respond to effective and latent demands for development evaluation globally and in its respective regions from the various groups of stakeholders that it targets?

²² The evaluators will not be expected to look at impact at this mid-term point.

4. How does CLEAR respond to demand in terms of systems and processes at the global and Centre levels (work plans, human resources, target setting etc)?
5. Are the regional centres fit-for-purpose in terms of responding to the needs?
6. Are the Secretariat's and the Board's role and configuration appropriate to the needs?

Effectiveness will address the following questions:

1. Are the Centres set-up to achieve results, and is there consistency and appropriateness in the results they aim to achieve (internally within their institutions) and across CLEAR?
2. Are intended initial (emergent) results of CLEAR being achieved at global and regional levels? Is the Secretariat delivering value?
3. Is there evidence of unintended effects of CLEAR positive or negative, e.g. undermining market
4. What are the factors and mechanisms that support the delivery of results and those that hinder them? Are they context / Centre specific or CLEAR-wide?
5. What influence has CLEAR achieved to date, in particular the extent to which critical stakeholders have been motivated and stimulated to engage in CLEAR, to change attitudes, behaviour, practices and systems in support of the objectives of CLEAR?
6. To what extent is CLEAR perceived as innovative by its stakeholders globally and regionally. How well has Secretariat carried out its role, and that of the Board?

Efficiency will address the following questions:

1. To what extent are the funds being used appropriately and generating value-for money both globally and within each regional centre (where VFM pertains to the extent to which issues of economy, efficiency and cost-effectiveness are embedded or not in working practices)
2. Can the costs of delivery of similar services be benchmarked across each centre, given variances in the respective costs of doing business, geographies and other factors? If so, what are the findings?

Sustainability will address the following questions:

1. What is the viability of the CLEAR business case and the potential for sustainability beyond the life of donor financing?
2. Which are the most promising strategies for success?
3. What may need to be changed, and what further developments are required to take the Initiative to scale, and what the scaling-up options might be (such as more influence in existing regions and / or more centres / regions)?
4. What level of commitment and interest exists within the Centres (staff and governing bodies) to carry CLEAR forward a) within their institutions and b) as an inter-Centre global initiative beyond existing external financing?

6. Evaluation Approach and Scope

The approach to evaluation will be guided by the questions posed and available data. As an evaluation at the mid-point in its cycle, the focus will not be on potential impacts, but focus heavily on the design features, the validity of the theory of change and the delivery of initial results.

The evaluation will therefore be guided by a theory-based approach, where the theories that will inform this evaluation are drawn from the approaches that other, successful, global capacity-building initiatives have taken. The evaluators will thus be expected to present, in their evaluation design, evidence from comparative models of innovation, service delivery in the areas of training and technical assistance, leadership in development evaluation and building effective networks as the basis for assessing whether CLEAR is delivering.

The theory-based analysis is mechanism-based, and will look for connections between cause-and-effect addressing not only the question of whether the programme is working against its own terms, but what it is about the programme that is or isn't working, and why. It will also reveal typical patterns of developments of such initiatives to see how CLEAR reflects these patterns – within each centre and as a global initiative.

The evaluation will include a social network analysis (SNA) of CLEAR, to map and measure the relationships and flows between the CLEAR secretariat, the Centres and their clients/stakeholders in order to determine whether or not the reach of CLEAR to a range of stakeholders and clients across government, civil society and private sector is gradually increasing and strengthening over time²³. The SNA will provide both a baseline for follow-up analysis at a later stage, and provide an indication of the reach of CLEAR at this stage. It is expected to guide both the Centres from an operational perspective, and the Secretariat / Board in terms of reach to-date.

The type of methods to be used are expected to include network analysis²⁴, stakeholder interviews, opinion leader surveys, interviews with service providers and innovative ways of seeking performance feedback such as crowdsourcing. Methods will be further developed by the evaluators in the inception phase.

Scope

The evaluation will cover all regional centres, the global secretariat, the governance structures – global Board (funders at present), regional Advisory Committees (RACs). It will seek to address the concerns of the Board and members of the governing bodies of the regional centres, the secretariat and of the centres themselves. The evaluation will also seek to provide performance and financial information required by funding agencies carrying out their periodic reviews of their support as a means to reduce the number of similar programme reviews and hence transaction costs for all concerned.

²³ Social Network Analysis (SNA) is a technique to identify the relationships that an entity has (in this case CLEAR), with whom, and the flows between the nodes in the network. The nodes in the network are the people and groups while the links show relationships or flows between the nodes. SNA provides both a visual and a mathematical analysis of human relationships. To understand networks and their participants, we identify the location of actors in the network. Measuring the network location is finding the centrality of a node. These measures give us insight into the various roles and groupings in a network -- who are the connectors, mavens, leaders, bridges, isolates, where are the clusters and who is in them, who is in the core of the network, and who is on the periphery, who is missing in the target groups?

²⁴ To conduct an SNA involves interviews and surveys by phone and email with intended participants and clients of CLEAR in order to map who they are, where they are and who they are connected to, and the strength and frequency of those connections. The work proposed for the evaluation also includes surveys, interviews, presentation and discussion of the data with the CLEAR Centres, Secretariat and Board.

The evaluation as a process should be independent and impartial but focus on learning, draw in all key stakeholders at the relevant stages of design, implementation and presentation of findings. This will facilitate a dual objective of providing information on how and where CLEAR should go, and facilitating the inter-centre relationship amongst those responsible for the strategic oversight of these institutions to see how they can work together in the future.

7. Evaluation Team / Consultants

The evaluation will be commissioned to external consultants by means of a Request for Proposals (RFP) process through DFID's global evaluation framework agreement with pre-qualified suppliers. The evaluation will be managed by the Board task force on the evaluation, and overseen by an evaluation committee composed of CLEAR Board representatives, representatives of the governing structures of the CLEAR implementing institutions. Procurement and process management of the consultants will be managed by DFID, Evaluation Department (John Murray) in collaboration with the evaluation committee.

The consultants' team will be composed of at least six members. These should include one person based in each region (Africa²⁵, Asia, South America) led by two members (team leader and deputy) with an overall mandate to assess the global component, undertake the network analysis²⁶ and to coordinate and guide the overall evaluation.. The expertise of the team should include appropriate academic qualifications (economics, social science, policy, or business), substantial experience in capacity building, monitoring, evaluation, innovation and strategic planning, network analysis and a proven track record of high quality multi-country studies. The team should have a good balance of expertise from the public and private sectors and from civil society. The majority of team members should be from developing countries (Asia, Africa and Latin America).

In addition, the expected skills of a balance of creative and critical thinking; team work and collaboration; written and oral communication skills appropriate for undertaking evaluation fieldwork and reporting findings; interpersonal skills including ability to relate to people at all levels; linguistic skills (written and oral) in English, French and Spanish (across the team), balance of gender, and a commitment to ethical evaluation practice and values consistent with the CLEAR Initiative are required.

8. Outputs* and timeline

The Evaluation Team will be expected to deliver the following outputs*, at the following intervals:

Contract signed	By November 7, 2013
Conduct primary data collection, then attend and make a presentation* of initial concept at the 2 nd CLEAR Global Forum, being held in Mexico	November 18-22, 2013
Draft Inception report*, including detailed evaluation approach, methodology, work plan, communications plan and budget	December 15, 2013
Field visits and data collection	December 2013 - February, 2014
Presentation of Preliminary Findings (Power Point presentation) to Evaluation Committee	March 3, 2014

²⁵ It is expected that two consultants are needed for Africa, one to cover the Anglophone Centre and countries, the other for Francophone.

²⁶ If the team does not have the expertise / experience in network analysis, this component may be sub-contracted.

Contract signed	By November 7,2013
First draft evaluation report	March 31, 2014
Final Evaluation Report	April 30, 2014
Dissemination activities (TBD)	May 2014

*_Additional outputs may be required, which will be discussed during the inception phase with the consultants.

- This contract will commence in November 2013 for a period of 7 months expiring in May 2014. The inception phase will be for a period of 1 month maximum. DFID reserves the right to extend the contract on a monthly basis, on the basis of continued need and availability of funding
- DFID reserves the option to scale back or scale up funding depending on performance and on-going need

9. Roles and Responsibilities in the Evaluation

Consultants / Evaluation Team will be responsible for:

- Engaging qualified evaluation practitioners to carry out the evaluation
- Developing a detailed work plan and methodology
- Conducting the evaluation in a way that supports capacity development with key stakeholders and facilitates learning
- Delivering the learning and evaluation outputs in line with the agreed work plan and to a level of quality acceptable to the CLEAR Board
- Managing the administrative and logistical requirements of the evaluation, including travel and field work
- Presenting the progress of the evaluation to the Board Evaluation Committee, and the results of the Evaluation to the Board and CLEAR Centres staff.

CLEAR Global Secretariat will be responsible for:

- Giving access to an existing Team Room site with all the essential CLEAR documents for the evaluation. The Secretariat will organize the documents in a way that is easily understood and accessible to the team.
- Providing inputs into and reviews of the draft report - as key stakeholders in the evaluation (in addition to the Centres)
- Providing guidance on appropriate scheduling of monitoring field visit itineraries, and providing letters of introduction for the consultant where appropriate
- Providing feedback to the consultant on factual accuracy and utility of draft reports and other products
- Providing letters of introduction for the evaluators where appropriate.
- Providing background information on CLEAR

- Responding to the requests of the evaluators for additional information.
- Receiving and considering the recommendations of the reports and report on actions taken
- Reporting to the Board on the actions proposed to act on the recommendations.
 - Communicating and discussing the key findings with their respective stakeholders
 - Integrating recommendations into ongoing operational plans for CLEAR at global and regional levels.

Regional Centres will be responsible for:

- Working collaboratively with the Board, Secretariat and the evaluators in the design of the Evaluation
- Providing information and access to CLEAR activities and results.
- Supporting the consultants in providing names for interviews, contacts, facilitating interviews with their senior people, etc
- Providing ongoing operational and programmatic information to the consultant
- Providing administrative liaison with the consultants
- Providing guidance on appropriate scheduling of monitoring field visit itineraries, and providing letters of introduction for the consultant where appropriate
- Facilitating field visits of the evaluation team including to CLEAR host institutions, public and civil society stakeholders in the region.
- Reviewing the draft evaluation report
- Providing feedback to the consultant on factual accuracy and utility of draft reports and other products
- Participating in the presentation and discussion of the results of the evaluation to the CLEAR Board.
- Receiving and considering the recommendations of the reports and report on actions taken
- Communicating and discussing the key findings with their respective RACs and partners
- Integrating recommendations into ongoing operational plans for respective CLEAR Centre.

Evaluation Task Force of Board (a task force of a core of Board members responsible for leading on the design and coordination the evaluation) will be responsible for

- Key audience for receiving recommendations for consideration (some actions may have direct implications for the Board) and for approving the action plans pertaining to the findings and recommendations.
- Drafting the Terms of Reference

- Establish and update the Evaluation Committee (including representatives of regional centres governing bodies)
- Commissioning the evaluation
- Approve the Evaluation Team's Inception Report (including work plan, budget and methodology) and subsequent outputs including the evaluation reports
- Overseeing the implementation of the Evaluation, including regular check-ins, reviewing reports, providing feedback, facilitating reporting of the evaluation at the CLEAR Forum.

Evaluation Committee (CLEAR Board and representatives of Regional Centres governing bodies) will be responsible for:

- Providing comments on the Terms of Reference for the Evaluation
- Provide comments of draft products
- Communicating the findings of the Evaluation to member funding agencies.
 - Overseeing the strategic implementation of recommendations for CLEAR.

UK Department for International Development will be responsible for:

- Leading the procurement process with the guidance of the evaluation committee
- Financing the evaluation on behalf of the Board
- Be the primary point of contact for the evaluators as pertaining to contractual issues (the project leader will be Mr. John Murray (j-murray@dfid.gov.uk), Evaluation Business Manager of DFID's Evaluation Department.

10. Indicative Budget

A budget of up to £350,000 has been allocated to this work.

11. Constraints, Dependencies, Risks and Challenges

The evaluation contract should be issued by the end of November 2013 to allow the evaluators to make active use of the second CLEAR global forum to be held in Mexico City between 18-22 November 2013 at which all CLEAR centres, board members and other key stakeholders will be present.

The risks to the evaluation are primarily threefold:

First, the CLEAR theory of change does not, currently, effectively elaborate the critical assumptions and cause-and-effect relationships between the supply through centres and the aim of improved use of evidence by decision makers. These assumptions need to be identified, carefully thought through in each context and for CLEAR as a whole, and tested through the evaluation is if it to effectively identify how best to move forward.

Second, some of the centres, notably the Francophone Africa Centre have only recently begun operating, and thus the strategies are still being formulated and few results will have yet been

achieved. This will require the evaluators to be flexible in terms of the criteria they employ to assess performance / progress.

Third, CLEAR itself has a broad geographical scale and ambition, and the views of the member institutions, the governing bodies of these institutions, the Board, the regional advisory committees and other stakeholders are likely to vary considerably in terms of current and future expectations. The evaluators may face challenges in addressing and reflecting these various perspectives in a coherent manner within the compressed timeframe available.

12. Quality Control

The evaluators will be required to follow standard ethical practice in evaluation²⁷. In terms of the quality of the methodology and outputs, the CLEAR Initiative follows the OECD-DAC Evaluation Standards and reference should be made to the IEG/DAC Network sourcebook for evaluating global and regional partnership programmes²⁸. Quality assurance will be carried out by the Evaluation Committee of the Board, guided, as appropriate, by independent evaluation, innovation and capacity building experts who will be engaged informally during the process. This will not be an official reference group, which is not deemed necessary for this mid-term evaluation.

13. Reporting arrangements

The Consultants will report to the Chair of the Evaluation Task Force through the Project Leader/Manager, John Murray (j-murray@dfid.gov.uk)

²⁷ Such as [DFID's ethics principles for research and evaluation](#).

²⁸ <http://www.bing.com/search?q=IEG+sourcebook+for+evaluating+global+and+regional+partnership+programmes&src=ie9tr>

Annex D List of Persons Interviewed During the Inception Phase

Category	Sub Category	Individuals
CLEAR Governance, Implementation and Management	CLEAR Board Members	Hans Martin Boehmer (World Bank) Cheryl Gray (IADB) Lennart Peck (Sida) Debbie Bowman and Kellie Plummer (DFAT Australia) Penny Hawkins (DFID) David Rider-Smith (DFID) Nancy MacPherson (Rockefeller Foundation)
	CLEAR Centre Anglophone Africa	Stephen Porter, Director Prof. Patrick Fitzgerald, Advisor
	CLEAR Centre Francophone Africa	El Hadji Gueye, Director
	CLEAR Centre East Asia	Mrs. Miz Zhao (Deputy Director) Xiaoqiang Liu (senior Project Officer)
	CLEAR Centre South Asia	Diva Dhar (Program Director) Urmy Shukla (Capacity Building Manager)
	CLEAR Centre Latin America	Claudia Maldonado Cristina Galdinez
	CLEAR Regional Affiliate Centres	Gemma Stevenson (Associate Director, CERP Pakistan) Maira Riaz (Policy and Training Associate, CERP Pakistan) Charles Amoatey (Programme Coordinator GIMPA, Ghana)
	CLEAR Secretariat	Nidhi Khattri Elena Ximena Fernandez Ordenez Arianne Wessal Maurya West Meiers Naoko Hosako
	Host Institutions	Prof. Boubacar Baidari (CESAG, Senegal) Prof. Samuel Adams (GIMPA, Ghana) Prof Rob Moore (University of Witwatersrand, South Africa) Prof Coimbatore Venkatakrisnan Krishnan (IFMR, India) Mrs. Xiuzhen Guan (Ministry of Finance, PRC)
Recipients of CLEAR Services (actual or potential) and CLEAR collaborators	National Governments	Mr. Aristide Djidjo: Coordinateur du bureau d'évaluation des politiques publiques, République du Bénin (government) Mr. Saadou Bakoye : Coordonnateur adjoint du secrétaire permanent de la cellule suivi de l'action gouvernementale, Cabinet du premier ministre, République du Niger (government)

Category	Sub Category	Individuals
	CSOs	Mr. Abdou Karim Lo : Vice-Président de Seneval, Senegal (Civil society) Mr. Ibrahim Ndiaye – Directeur général du bureau organisation et méthodes, Sénégal (private sector)
	Academic	Nilanthi Bandara, Professor and Head, Department of Forestry and Environmental Science, University of Jayewardenepura, Sri Lanka. Member of the Evaluation Association of Sri Lanka.
		Dr. J.R.S. Malungo, Senior Lecturer/Consultant, School of Humanities and Social Sciences, University Of Zambia
		Vesper H Chisumpa, Lecturer and Head of Department , School of Humanities and Social Sciences, Departments of Population Studies, University of Zambia
		Ms. Remy Hans, Capacity Development Unit, Aser India
Other key informants	World Bank	Ms. Caroline Heider (IEG Director General)
		Anders Jensen (Africa Development Effectiveness Unit)
		Mr. Mohamed Khatouri, M&E Advisor, World Bank
	Other	Andrea Fuller , Mind Farm

Annex E Assumptions behind CLEAR Theory of Change (Working Draft)

The following (explicit and implicit) assumptions underlying the CLEAR Theory of Change were derived from various CLEAR documents, as well as from consultations with stakeholders during the Inception phase. The table presented below is a revised version of the one included in the draft inception report, which was modified based on feedback from CLEAR stakeholders.

Please note that the presented list is a working draft that does not claim to present *all* relevant assumptions underlying the CLEAR Theory of Change, but merely highlight those outlined in current CLEAR documents. The evaluation team will conduct additional consultations throughout the data collection phase to further elaborate this draft, as well as to identify (potential) areas requiring further clarification.

Category of assumptions	Assumptions
On Development	Evidence is a key factor guiding effective development. Evidence alone is, however, not sufficient to ensure effective development. Other factors include, for example, conducive political and economic contexts, system capacity, and knowledge.
On CLEAR's raison d'être	If M&E capacity building is localized and moved closer to where the needs are, local actors will be empowered to identify solutions to their needs, which in turn would increase the chances of influencing evidence-based decision making.
On Monitoring and evaluation	Appropriate approaches to M&E vary based on the respective regional, national or local context. M&E methods can be adapted to fit different contexts. At the same time, There are some essential features of methods – qualitative or quantitative – that are universal and that ensure that evidence is valid, reliable, and timely Supporting the production and use of evidence will support the creation of an evaluation culture. In practice this means taking into account a host of factors that influence the production and use of evidence, including institutional contexts, organizational incentives, timing, communications, and so forth.
On Capacity development	At lower levels (e.g., changing an individual's capacity to become better evaluator), processes of capacity development are to some extent predictable and can be facilitated through targeted capacity building interventions. However, this is much less the case at higher level. Especially where systems changes are desired (e.g., organizational capacity to produce and use evidence; institutionalizing an evaluation function in an organization or government) capacity development, is a trial and error process that needs ongoing review and adjustment. Capacity of individuals and collectives can be strengthened by using a variety of complementary activities. The combination of activities and their respective manifestation needs to be tailored to the needs, values, and expectations relevant and appropriate in the respective context.
On the role of Universities	In the context in which CLEAR functions, Universities are the best-suited actors (although with several challenges) to provide demand-driven, innovative and cost-effective evaluation capacity building services to diverse groups of actors. Their comparative advantage over other possible alternatives such as government or private sector institutions is their focus on the creation of public goods and their ability to take a 'pipeline approach' i.e. influence future leaders who might be students are the university.
On	The capacity of a network is greater than the sum of its parts. I.e. a network can

Category of assumptions	Assumptions
Networks/CLEAR organisational Structure	<p>mobilize or generate capacity and have greater impact on change processes than could be achieved by individuals or organizations acting alone.</p> <p>Networks (in particular global networks) allow for the exchange of ideas and experiences made in different contexts. They thereby support diversity of ideas as well as innovation.</p> <p>In CLEAR, the network is a means to an end, not an end in and of itself. It is to ensure flow of knowledge and information that can be used for regional/local M&E development.</p> <p>A dedicated Secretariat is needed to facilitate the functioning of a global network at least during its early stages.</p>
On efficiency	Strengthening regional capacities to lead/provide capacity development for M&E will make related products and services more cost effective than those provided by international actors.
CLEAR's global role and approach	The global approach refers to: 1) generating knowledge and capacity building approaches that can be used by the centres but also as a public good; 2) peer-learning among the centres and their stakeholders (clients, partners)

Through consultations with CLEAR stakeholders the evaluation team also identified the following areas that are related to the Theory of Change that will need to be explored in more depth during the evaluation. This is either due to the fact that key stakeholders appear to have differing views on them, or because they are relevant in view of decisions on CLEAR's future.

Elements of CLEAR Design	Issue
Innovations in M&E (CLEAR Outcome)	<p>One of the CLEAR outcomes refers to Innovations in M&E as an outcome. The CLEAR Results Framework currently do not include an indicator to measure this outcome and, to our knowledge, also the Regional Centres have not (yet) developed related indicators.</p> <p>There is a need to further clarify:</p> <ul style="list-style-type: none"> • What "innovations in M&E" mean to different actors within the CLEAR network; • Whether the notion of innovation how should continue to appear as a CLEAR outcome, or whether it would be more appropriate to think of innovation as an approach that is used to achieve outcomes; • If Innovation continues to be one of CLEAR's envisaged outcomes, how should this outcome be measured?
The notion of "Demand"	<p>One of the CLEAR outcomes refers to "enhanced enabling environment and strengthened demand". The CLEAR Results Framework currently does not include an indicator to measure this outcome.</p> <p>Some interviewed stakeholders used the term "demand" to refer to requests for the use of evidence in the context of demanding greater accountability (e.g., within an entity). Others used the term "demand" as pertaining to requests for M&E services.</p> <p>There is a need to further clarify:</p> <ul style="list-style-type: none"> • What does 'demand' mean in the context of CLEAR? • How should this outcome and CLEAR's specific contribution to it be measured? (Assuming that a broad variety of factors influence the extent to which demand for evidence/M&E exists in a given context)

Elements of CLEAR Design	Issue
Method neutral	<p>Several interviewed CLEAR stakeholders emphasized that CLEAR as a whole does not favour one methodological approach over another. Instead, it supports the use of methods that are relevant to and appropriate for answering the specific evaluation questions posed.</p> <p>At the same time, individual Regional Centres may (at least at this stage) specialize in/focus on one method over others.</p> <p>There is a need to explore whether there is a (perceived) need to ensure a coherent global image of CLEAR as 'method neutral', or whether it is appropriate (or, in some cases, even necessary) in view of the respective regional contexts for Regional Centres to focus on selected methods.</p>
CLEAR as an experiment	<p>Interviewed CLEAR stakeholders expressed different views on whether CLEAR was to be considered an “experiment”, which, as such, could fail.</p> <p>There is a need to further explore:</p> <ul style="list-style-type: none"> • The range of existing views regarding CLEAR’s status as an innovative, experimental initiative, which is taking a learning-by-doing approach and is therefore in constant change and evolution. (As opposed to a – more or less - firmly agreed upon program/approach that is expected to produce results in the midterm). • Does the notion of being an experiment (or ‘pilot’) equally apply to all aspects and units of CLEAR (e.g. does it equally apply to the work of the Regional Centres and that of the Secretariat?) • Implications of these different understandings for future planning, e.g. as regards the expansion of the CLEAR network of Regional Centres to include other countries/regions. (If CLEAR is an experiment, then based on what insights/criteria can decision be taken to expand the network. And does an expansion mean that the experimental/pilot phase of CLEAR is ended and that it is now regarded as a proven, or at least promising model to be replicated?)
Role of the CLEAR Secretariat	<p>Consultations with CLEAR stakeholders indicate that the roles explicitly defined for the CLEAR Secretariat in its TOR do not fully align with those that is (expected to be) fulfilling , in particular as regards providing strategic guidance to CLEAR as well as global thought leadership on issues at the core of CLEAR’s work.</p> <p>The evaluation will further explore related expectations held by different stakeholders and assess their appropriateness, feasibility, and implications.</p>

Annex F Draft Evaluation Questions

Part A – Summary of CLEAR Progress at Mid-Term			
Area of Inquiry	Key Area	Key Questions	Comments
1. Global Level	1.1 Establishment of CLEAR Secretariat and Board	1.1.1 What have been the respective processes for establishing the CLEAR Secretariat and Board? 1.1.2 What types and amounts of resources (e.g. financial, human, infrastructure) has the Secretariat had access to as of December 2013? 1.1.3 What types of managerial and administrative structures and processes has the Secretariat established (e.g. for M&E of initiative activities; administration)? What processes/structures have been established for the Board?	<ul style="list-style-type: none"> Includes description of Secretariat roles and responsibilities in view of RCs and Board
	1.2 Global level activities and outputs	1.2.1 What characterizes the portfolio of activities conducted by CLEAR at the global level to date? In terms of: a) Number and types of activities/outputs (e.g.: Knowledge exchange/sharing; Advocacy, Promotion; Knowledge Resources, etc.) b) Key topics addressed (if/as applicable) c) Proportion of funds used for different types of activities.	<ul style="list-style-type: none"> Focus on global programming activities.
2. Regional Level	2.1 Activities leading to the identification of Host Institutions and the establishment of Regional Centres ²⁹	2.1.1 What has been the process and timeline for selecting and establishing the Regional Centres (and sub-centres??). 2.1.2 What types and/or amounts of resources (e.g. financial, human, infrastructure,) has each Regional Centre (had) access to as of December 2013? 2.1.3 What types of managerial and administrative structures and processes has each RC established (e.g. for M&E of centre activities; administration)	

²⁹ The midterm evaluation will focus on the five Regional Centres that had been established by 2012 and that were operational at the time of the evaluation, i.e. the RCs for Anglophone Africa, South Asia, East Asia, Francophone Africa, and Latin America and the Caribbean (LAC). The MTE will not include the recently created Centre in Brazil.

Part A – Summary of CLEAR Progress at Mid-Term			
Area of Inquiry	Key Area	Key Questions	Comments
	2.2 Regional Centre activities/outputs	<p>2.2.1 What characterizes the portfolio of activities and the allocation of resources conducted by the Regional Centres to date to support client capacity development? In terms of:</p> <p>a) Types of activities/outputs³⁰</p> <p>b) Geographic reach of activities (countries in region)</p> <p>c) Categories of change agents targeted/reached (Parliament, Ministry, Government Agency, Civil Society, Academia, Other)</p> <p>d) Levels of change agents targeted/reached (Executive, Managerial, Technical/professional, Other)</p> <p>e) Level of capacities primarily targeted by each activity (individual, organisational, system)</p> <p>f) Key topics addressed</p> <p>g) Distribution of funds among types of activities/categories of change agents/level of capacities targeted.</p>	<ul style="list-style-type: none"> Whether and to what level of detail we can describe all dimensions will depend on the types of information/data available from the different RCs.

³⁰ Types of M&E capacity development activities outlined in the “Building Blocks of CLEAR’s Capacity Development Strategy” (http://www.theclearinitiative.org/ECD-CLEAR-ChangeAgents-ICOs-CD-Activities_4October%202013.pdf) are: training (various types); knowledge exchange/sharing; advocacy/promotion; leadership development; technical assistance and Organisational Capacity Building; Evaluations, Assessments, Project Advisory; Diagnostics; Knowledge Resources; Networks/Communities of Practice; Grants, competitions, awards; Other. The evaluation will also identify which activities were offered at a fee for service basis, and which one were free.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
3. Effectiveness	3.1 Global Programming	<ul style="list-style-type: none"> To what extent have actual global programming activities been congruent with CLEAR’s strategic documents and frameworks? What has been the degree of satisfaction of stakeholders for the various global activities? Why? What common (process) factors led to success of individual activities? What has been learned on what did not work? 	<ul style="list-style-type: none"> Comparison of actual activities/outputs (types, topics) with those outlined in relevant planning documents Stakeholder views on relevance and effectiveness of global programming activities and products Stakeholder views on factors (internal and external) that have affected success of activities.
	3.2 Regional Programming	<ul style="list-style-type: none"> To what extent have actual programming activities of the RCs been congruent with their respective strategic plans and objectives? What types of benefits have CLEAR clients derived from its services to date?³¹ What common (process) factors led to success of individual activities? What has been learned on what did not work? 	<ul style="list-style-type: none"> Comparison of actual activities with targets/objectives outlined in relevant planning documents of each RC e.g. as regards: Range of M&E topics and methodologies offered to date Range and distribution of modalities of capacity development (e.g. training, technical assistance) offered by each RC Range and distribution of levels of change agents addressed by different activities Range/diversity of M&E topics and methodologies addressed Evidence of client satisfaction with type and quality of CLEAR services. Types of benefits that consulted RC clients note to have derived from RC activities Reasons given by consulted RC staff and clients for success (or lack thereof) of different activities. Network Analysis findings regarding current characteristics of the CLEAR network (e.g. in terms of reach and roles of different network members/participants in view of information exchange/use)

³¹ Intermediate capacity development outcomes as per “Building Blocks of CLEAR’s Capacity Development Strategy” (http://www.theclearinitiative.org/ECD-CLEAR-ChangeAgents-ICOs-CD-Activities_4October%202013.pdf): Raised awareness, enhanced skills/knowledge; improved consensus/teamwork; enhanced networks; strengthened coalitions; new implementation know-how.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
4. Relevance	4.1 Context and Rationale	<ul style="list-style-type: none"> To what extent does CLEAR constitute an appropriate response to the national, regional and global trends underpinning its creation? Is it keeping up with evolving trends? To what extent are the rationale, logic, expected results and assumptions for the CLEAR programme clear, appropriate and commonly understood by CLEAR stakeholders? To what extent does the CLEAR design build upon and reflect (emerging) good practices in and current thinking on (M&E) capacity development, global networks, and global partnership programmes? 	<ul style="list-style-type: none"> Alignment of CLEAR response and global, regional and national trends. Extent to which key concepts inherent in the CLEAR design (including capacity development, innovation, demand-led, sustainability and so forth) are commonly understood by CLEAR stakeholders Extent to which key assumptions underlying CLEAR's theory of change³² are shared by CLEAR stakeholders Extent to which the CLEAR design accommodates the risks inherent in innovative programming. Extent to which CLEAR strategic/planning documents make explicit reference to current concepts/thinking on (M&E) capacity development, global networks, and/or global partnerships. Extent to which CLEAR Secretariat staff, Board members, RC staff, and stakeholders see CLEAR as a reflection of current thinking in these areas.
	4.2 Principles of inclusion and equality	<ul style="list-style-type: none"> To what extent do CLEAR objectives and services take issues of inclusion and equality into account? 	<ul style="list-style-type: none"> Evidence of CLEAR objectives, being reflective of the aim to foster inclusion and/or equality. Extent to which principles of inclusion and/or equality have influenced decision making on capacity development activities and target groups.

³² E.g. regarding the role of M&E and for evidence-based decision making and its link to improved development results

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
	4.3 Targeted regions/countries and change agents	<ul style="list-style-type: none"> To what extent are CLEAR objectives and services congruent with regional and country needs and priorities? To what extent are CLEAR objectives and services congruent with targeted change agent needs and priorities? In what ways have CLEAR objectives and services taken the specific and changing contexts of different regions (political, economic, cultures as well as supply and demand for M&E) into account? 	<ul style="list-style-type: none"> Alignment of CLEAR objectives and services with consensually identified/articulated regional and national needs and priorities. Alignment of CLEAR objectives and services with the needs of consulted stakeholders (individuals and representatives of organisations/institutions). Evidence of CLEAR objectives, services, and delivery modalities being reflective of and tailored to their respective (political, socio-economical) contexts, including ongoing change processes characterizing these contexts. Reasons given by different categories of change agents/clients for (not) valuing CLEAR’s objectives and services.
	4.4 Donors	<ul style="list-style-type: none"> To what extent are CLEAR objectives congruent with existing and potential donors’ priorities? 	<ul style="list-style-type: none"> Types of CLEAR services/features most valued by current donors and reasons for doing so. Reasons why potential donors have not (yet) participated in CLEAR.
	4.5 Host institutions	<ul style="list-style-type: none"> To what extent are CLEAR Centers’ objectives and services congruent with host institution priorities? 	<ul style="list-style-type: none"> Alignment with host institution priorities. Extent to which host institutions continue to consider their original reasons that led them to host the RC as valid.
	4.6 Complementarities with existing M&E Capacity Development initiatives	<ul style="list-style-type: none"> To what extent do CLEAR services and features complement or duplicate those services provided by other comparable M&E capacity development suppliers (global, regional, national)? To what extent do CLEAR activities influence (positively or negatively) the work of other suppliers of M&E capacity development? 	<ul style="list-style-type: none"> Number of instances and examples where CLEAR services complement or duplicate services available at global, regional, national Number and types of characteristics that distinguish CLEAR services from other similar services (e.g. in terms of quality, pricing, innovation character) Types of influences of CLEAR activities on local or regional markets Extent to which CLEAR stakeholders feel that CLEAR has a unique selling proposition or niche that differentiates it from other initiatives or organizations.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
5. Outcomes and Sustainability	5.1 Global Learning Outcomes	<ul style="list-style-type: none"> • Is there early evidence that CLEAR is positioned to contribute to: <ul style="list-style-type: none"> – Developing and sharing global knowledge? – Facilitating peer learning through the CLEAR network? • Are there unintended (positive or negative) effects emerging? • What factors support or hinder CLEAR's positioning? Why? 	<ul style="list-style-type: none"> • Examples of Regional Centers sharing knowledge and expertise through a global network • Evidence Regional Center directors and staff report that they have been able to apply knowledge gained from other Regional Centers through the CLEAR network • Evidence of consulted CLEAR clients and stakeholders and M&E experts recognize CLEAR as a (potential) source of excellence and innovation in M&E • Types of unintended effects. • Types of factors (internal and external) that have furthered or hindered CLEAR's positioning.
	5.2 Regional Learning Outcomes	<ul style="list-style-type: none"> • For each of the Centers, is there early evidence that CLEAR is positioned to contribute to : <ul style="list-style-type: none"> – Strengthening organisational capacity to produce and use evidence in each Region (i.e. addressing supply of and demand for evidence)? – Developing a critical mass of M&E professional expertise in each Region? – Innovation in and diversity of M&E approaches/methods in each Region? • Are there unintended (positive or negative) effects emerging? • What (common and context specific) factors support or hinder progress? Why? 	<ul style="list-style-type: none"> • Evidence of CLEAR RC clients/stakeholders reporting of (likely) progress towards strengthened organisational capacities due to CLEAR activities and outputs. • Evidence of (beginning) positive changes in the available professional expertise for M&E in each region. • Evidence of increased innovation and diversity of M&E approaches in each region. • Types of unintended effects • Types of factors (internal and external) that have supported or hindered progress towards outcomes overall and in each region.
	5.3 CLEAR contributions to higher/highest level Outcomes	<ul style="list-style-type: none"> • Is there early evidence that CLEAR's activities and outcomes are likely to contribute to strengthened M&E systems and practices in the targeted regions? 	<ul style="list-style-type: none"> • Evidence of Regional Centers having contributed to developing /strengthening context-specific M&E systems. • Evidence of consulted CLEAR clients using the knowledge, skills, or information they gained through CLEAR activities to improve evaluation practice in their respective organisation, country, or region.
		<ul style="list-style-type: none"> • Is there early evidence that CLEAR's activities and outcomes are likely to contribute to stakeholders' use of evidence in making decisions for improved development results? 	<ul style="list-style-type: none"> • Evidence of centre strategic clients and stakeholders reporting increased use of evidence in decision making for development results.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
	5.4 Conditions for sustainability of CLEAR programming at the regional level	<ul style="list-style-type: none"> • How do different stakeholders define sustainability and to what extent are their goals in this regard realistic? • How likely are regional programme activities and results to be sustained and dynamically adapted? Why? • What actions have the Centres taken to sustain the activities undertaken at the regional level? • What types of (explicit and implicit) signals and incentives aimed at fostering sustainability have been set out by different stakeholders? With what effect? • How likely is the work being done by CLEAR Centres to be sustained within their host institutions? Why? 	<ul style="list-style-type: none"> • CLEAR RC staff, clients, and stakeholder views on likelihood of regional programme activities and results being sustained and dynamically adapted. • Extent to which regional/national actors express ownership of and demonstrate leadership for the objectives of the respective RC. • Evidence of strategies, plans and resources allocated to sustainability planning, actions and monitoring within the CLEAR network and by the host institutions • Stakeholder views on the effects of existing signals and incentives for sustainability set out by different stakeholders. • % of Centre costs that are subsidized by CLEAR programme • % of Center costs that are subsidized by the Host institution • Evidence that CLEAR clients are willing to pay for services received • Extent to which the CLEAR funding mechanism (grants)and donor funding behaviours support medium term sustainability • Other factors likely to support or limit the likelihood of regional learning outcomes being sustained.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
	5.5 Sustainability of the CLEAR network	<ul style="list-style-type: none"> • How likely is the CLEAR network to be sustained and dynamically adapted over time? • What actions have the CLEAR Secretariat and Board taken to sustain the activities undertaken at the global level? 	<ul style="list-style-type: none"> • Evidence of strategies, plans and resources allocated to sustainability planning, actions and monitoring within the CLEAR network • Evidence that members in the CLEAR network value and are willing to pay for or otherwise contribute to maintaining the benefits received through the CLEAR network in the medium terms • Current characteristics of the CLEAR global network (including on power relations between network members) and implications for network sustainability. • Other factors likely to support or threaten the sustainability of the CLEAR network.
6.0. Efficiency	6.1 Scheduling	<ul style="list-style-type: none"> • To what extent are global and regional programming activities on track time wise? • What internal and external factors have affected (positively or negatively) the scheduling? 	<ul style="list-style-type: none"> • Comparison of planned and actual timelines for programme activities. • Stakeholder views on factors (internal and external) that have affected scheduling.
	6.2 CLEAR systems	<ul style="list-style-type: none"> • To what extent does CLEAR have effective and efficient systems in place to foster, encourage learning, sharing among the Centers and within the network? • What additional factors have positively or negatively affected the efficiency of each Regional Centre, and of CLEAR overall 	<ul style="list-style-type: none"> • Perceptions of interviewed CLEAR stakeholders • Evidence of systems in place (including, for example, for outsourcing M&E capacity building activities to other implementing partners outside the CLEAR network). • Stakeholder views on key factors influencing CLEAR efficiency at global and regional levels.
	6.3 Cost of CLEAR services	<ul style="list-style-type: none"> • How do the costs of CLEAR services compare to the costs of other service providers? 	<ul style="list-style-type: none"> • Comparison of CLEAR products and services with those similar in content, duration, and delivery modality provided by other suppliers. • Stakeholder views on value for money of CLEAR services and products.

Part B – Analysis of CLEAR Programme Level Performance			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
7. Recommendations (CLEAR programme)		<ul style="list-style-type: none"> • What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR programme at global and regional levels? • Recommendations to the CLEAR Board • Recommendations to the CLEAR Secretariat • Recommendations to CLEAR Regional Centres 	

Part C: Analysis of CLEAR Organisational Arrangements			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
8.0. Organizational Arrangements	8.1. Roles & Responsibilities	<ul style="list-style-type: none"> • Are roles and responsibilities of key units within the CLEAR network (including the Board, Secretariat, Centers, sub-centres, host institutions, Advisory bodies) clear and appropriate? • Are reporting relationships and accountabilities among and between the various units in the CLEAR network clear and appropriate? 	<ul style="list-style-type: none"> • Evidence of clearly articulated individual and collective roles and responsibilities, accountabilities and reporting relationships known by all key CLEAR units • Perceptions of Board, Secretariat, Centers, sub-centres, host institutions, Advisory bodies
	8.2 Governance: CLEAR Board	<ul style="list-style-type: none"> • How effective is the CLEAR Board in carrying out its strategic and administrative responsibilities? • To what extent does the CLEAR Board adequately represent the interests of CLEAR stakeholders? 	<ul style="list-style-type: none"> • Perceptions of CLEAR Board representatives • Perceptions of other CLEAR units (CLEAR Centers, Host institutions, Secretariat) • Evidence that the Board is : <ul style="list-style-type: none"> • Providing strategic direction to the Programme • Reviewing Programme progress and effectiveness • Fulfilling its responsibilities as regards communications and outreach (including fundraising) • Percentage of CLEAR change agent categories that are represented on the Board
	8.3 Governance: Regional Centres and Advisory bodies	<ul style="list-style-type: none"> • How effective are CLEAR Advisory bodies in carrying out their responsibilities? • To what extent do CLEAR Advisory bodies have the human and other resources to effectively to carry out Committee responsibilities? • To what extent do CLEAR Advisory bodies adequately represent the interests of CLEAR stakeholders in the Regions? • What if any, positive or negative effects does the respective host institution have on the governance of each Centre? 	<ul style="list-style-type: none"> • Descriptions of criteria and processes used to identify Centres • Perceptions of CLEAR Advisory Body representatives • Perceptions of other CLEAR units (CLEAR Board, Centers, Host institutions, Secretariat) • Number and composition of existing Advisory bodies

Part C: Analysis of CLEAR Organisational Arrangements			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
			<ul style="list-style-type: none"> Percentage of CLEAR change agent categories that are represented on the Advisory Committees Evidence that existing Advisory bodies are: <ul style="list-style-type: none"> Providing guidance to the Centres on their work programme Providing guidance to the Centers on implementation issues Number and nature of gaps in Advisory Board resources Types of influences on Centre governance attributed by stakeholders to the respective host institution environment
	8.4 Governance: Secretariat	<ul style="list-style-type: none"> How effective is the Secretariat in carrying out its responsibilities? To what extent does the Secretariat have the human and other resources to effectively carry out its responsibilities? What are benefits and drawbacks of the Secretariat being housed in the IEG? 	<ul style="list-style-type: none"> Perceptions of CLEAR Secretariat staff members Perceptions of other CLEAR units (CLEAR Board, Centers, Host institutions, Advisory bodies) Evidence that the Secretariat is/has been: <ul style="list-style-type: none"> Administering the Programme, based on the Board's decisions Managing the selection of the Centers Organizing and delivering the global component of the Programme Coordinating communications and outreach Number and nature of Secretariat resources
	8.5 Coordination, collaboration, problems solving and decision making	<ul style="list-style-type: none"> What aspects of the coordination, collaboration, problems-solving and decision-making of the CLEAR network and among CLEAR units are working? Not working? To what extent were the criteria used to identify and select host institutions for CLEAR Centres and sub Centers transparent and appropriate? To what extent does CLEAR have effective systems in place to coordinate with other key initiatives, institutions involved in M&E Capacity development? 	<ul style="list-style-type: none"> Communication, coordination problem-solving mechanisms outlined and reported to be effective Examples of reported tensions in coordination, collaboration, problem solving and/or decision making

Part C: Analysis of CLEAR Organisational Arrangements			
Area of Inquiry	Key Area	Key Questions	Illustrative indicators
	8.6 Monitoring and reporting	<ul style="list-style-type: none"> Does the CLEAR Programme have useful ways/standards in place to define, monitor and report on the quantity and quality of CLEAR services and outcomes? Does the programme have the right accountability and learning structures in place to follow progress and to make corrective actions as required? Does CLEAR pay sufficient attention to obtaining feedback from and reporting to national stakeholders' on CLEAR performance? 	<ul style="list-style-type: none"> Data collected on programme delivery and programme administration to assess progress against forecast Evidence of use of monitoring data to take corrective actions Quality and frequency of reporting on monitoring data to key stakeholders Stakeholders' satisfaction with reporting and monitoring tools and practices
	8.7 Financial management	<ul style="list-style-type: none"> To what extent are the receipt and flow of financial resources from donors to CLEAR Centers and sub-centres supporting the realization of CLEAR objectives in timely ways? 	
9. Recommendations (organisational arrangements)		<ul style="list-style-type: none"> What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR organisational arrangements? Recommendations to the CLEAR Board Recommendations to the CLEAR Secretariat Recommendations to CLEAR Regional Centres 	

Annex G Draft Evaluation Matrix

Lines of inquiry/ Methods	Document Review		Literature & web review	Stakeholder consultations ³³										Network Analysis
	CLEAR global/overall ³⁴	Regional Centre specific ³⁵		Board members	RAC ³⁶	RC staff	CLEAR Secretariat	RC Host institutions	RC Clients ³⁷	RC collaborators ³⁸	Potential RC Clients	Other M&E CD providers & net-works	Thought leaders on M&E, CD	
Part A: Summary of CLEAR Progress at Mid-Term														
1.1 Establishment of CLEAR Secretariat and Board	√			√			√							
1.2 Global level activities and outputs	√			√		√	√							
2.1 Activities leading to the identification of Host Institutions and the establishment	√	√		√		√	√	√						

³³ In person; as well as via telephone/Skype/videoconference and via email.

³⁴ E.g.: CLEAR strategy, workplans, reports, meeting/event minutes, knowledge products etc.

³⁵ E.g.: strategies, workplans, reports, financial statements, knowledge products/studies, etc.

³⁶ Regional Advisory Committees.

³⁷ I.e. individuals and organizations/institutions who have benefited from/using CLEAR RC services and products such as training, technical assistance etc. Some individuals may be both clients and collaborators at the same time. In these cases the evaluation team will try to elicit information in relation to both perspectives.

³⁸ Individuals/organizations working collaboratively with RCs e.g. to conduct research or prepare/deliver M&E trainings or services. See previous footnote about possible dual lens of client and collaborator at the same time.

Lines of inquiry/ Methods	Document Review		Literature & web review	Stakeholder consultations ³³										Network Analysis
	CLEAR global/ overall ³⁴	Regional Centre specific ³⁵		Board members	RAC ³⁶	RC staff	CLEAR Secretariat	RC Host institutions	RC Clients ³⁷	RC collaborators ³⁸	Potential RC Clients	Other M&E CD providers & net-works	Thought leaders on M&E, CD	
of Regional Centres														
2.2 Regional Centre activities/ outputs	√	√		√	√	√	√	√	?	?				
Part B: Analysis of CLEAR Programme Level Performance														
3.1 Global Programming	√			√		√	√	√				√	√	√
3.2 Regional Programming	√	√		√	√	√	√	√	√	√		√		√
4.1 Context and Rationale	√	√	√	√	√	√	√	√				√	√	
4.2 Principles of inclusion and equality	√	√	√	√	√	√	√		√	√	√			
4.3 Targeted regions/ countries/ change agents		√	√		√	√	√	√	√	√	√	√		
4.4 Donors			√	√							√			
4.5 Host institutions			√			√		√						
4.6 Complementarities with existing M&E Capacity Development initiatives			√	√	√	√	√	√	√			√	√	√
5.1 Global Learning	√			√		√	√	√	√			√	√	√

Lines of inquiry/ Methods	Document Review		Literature & web review	Stakeholder consultations ³³										Network Analysis
	CLEAR global/overall ³⁴	Regional Centre specific ³⁵		Board members	RAC ³⁶	RC staff	CLEAR Secretariat	RC Host institutions	RC Clients ³⁷	RC collaborators ³⁸	Potential RC Clients	Other M&E CD providers & net-works	Thought leaders on M&E, CD	
Outcomes														
5.2 Regional Learning Outcomes		√			√	√		√	√	√	√	√		√
5.3 CLEAR contributions to higher/highest level Outcomes	√	√	√	√	√	√	√		√	√				
5.4 Conditions for sustainability of CLEAR programming at the regional level		√	√		√	√		√	√	√	√	√		
5.5 Sustainability of the CLEAR network	√		√	√		√	√	√					√	√
6.1 CLEAR systems	√			√		√	√	√						
6.2 Cost of CLEAR services	√	√	√			√			√			√		
Part C: Analysis of CLEAR Organisational Arrangements														
8.1. Roles & Responsibilities	√			√	√	√	√	√						
8.2 Governance: CLEAR Board	√			√			√						√	
8.3 Governance:	√	√			√	√	√						√	√

Lines of inquiry/ Methods	Document Review		Literature & web review	Stakeholder consultations ³³										Network Analysis
	CLEAR global/ overall ³⁴	Regional Centre specific ³⁵		Board members	RAC ³⁶	RC staff	CLEAR Secretariat	RC Host institutions	RC Clients ³⁷	RC collaborators ³⁸	Potential RC Clients	Other M&E CD providers & net-works	Thought leaders on M&E, CD	
Regional Centres and Advisory bodies														
8.4 Governance: Secretariat	√			√		√	√							
8.5 Coordination, collaboration, problems solving and decision making	√			√	√	√	√							
8.6 Monitoring and reporting	√	√		√	√	√	√	√		√				
8.7 Financial management	√			√		√	√	√						

Annex H Indicative List of Documents³⁹

Documents sent by the CLEAR Secretariat or available online

Relating to the start-up or design of CLEAR

- CLEAR Initiative, “Charter”, current as of May 12, 2012, web page: http://www.theclearinitiative.org/Clear_about.html
- “CLEAR Programme Description”, Web page: http://www.theclearinitiative.org/Clear_about.html

Legal documents setting out agreements between the World Bank Group and CLEAR host institutions

- Memorandum of Understanding between the Independent Evaluation Group, World Bank Group, and Ministry of Finance, China, and the Asia Pacific Finance and Development Centre: July 12, 2010

Strategic documents

- CLEAR Old Theory of Change, used from 2011 to June 2013. http://www.theclearinitiative.org/Clear_about.html
- CLEAR Theory of Change, Updated June 2013. http://www.theclearinitiative.org/Clear_about.html
- “CLEAR Results Framework” based on the updated Theory of Change, current as of November 2013.
- “Building Blocks of CLEAR’s Capacity Development Strategy”, from February 1, 2013. Web page: http://www.theclearinitiative.org/Clear_about.html

Regional Centre Selection Process

- South Asia Centre Selection Process (Board Meeting on December 1, 2010)
- Anglophone Africa Centre Selection Process (October 12, 2010 Board Meeting)
- Francophone Centre Selection Process (October 4, 2011 Board meeting)
- Latin America Centre Selection Process (November 22, 2011 Board meeting)

Financial documents

- CLEAR Budget from January 2011 to June 2012 (including financial contribution by CLEAR Donor by year)
- Grant Agreement with CESAG, October 2012
- Grant Agreement with CIDE, May 2013
- Grant Agreement with JPAL, July 2013
- World Bank, “Trust Fund Administration Agreement between the Swiss Confederation, represented by the Swiss Agency for Development and Cooperation (SDC), and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR)”, 25/11/2011
- World Bank, Trust Fund Administration Agreement with the Inter-American Development Bank concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR), 12/08/2011
- World Bank, Trust Fund Administration Agreement between the Government of Australia and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR), 27/04/2011

³⁹ As of December 10, 2013

- World Bank, Trust Fund Administration Agreement between the Kingdom of Belgium, acting through its Federal Public Service for Foreign Affairs, International Trade and Development, and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR), 16/03/2011
- World Bank, Trust Fund Administration Agreement between the African Development Bank and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR), 28/12/2009
- World Bank, Trust Fund Administration Agreement between the Asian Development Bank and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for Regional Centres for Learning on Evaluation and Results (CLEAR) , 19/01/2010

Recent Amendments to the Grant Agreements for Board Members

- ADB, 23 August 2013
- AfDB, 24 June 2013
- AusAID, 24 June 2013
- Belgium, 24 June 2013
- DFID, 24 June 2013
- IADB, 28 August 2013,
- Rockefeller, 24 June 2013
- SDC, 24 June 2013
- SIDA , 24 June 2013

Reports and Monitoring Tools

- CLEAR Initiative, State of Initiative Report, 2010 to June 2012. Web page: http://www.theclearinitiative.org/Clear_about.html
- Monitoring Tool Key
- Monitoring tool guidelines/instructions
- Template for CLEAR Annual Reports

Other products

- Agenda from the Global Forum in Mexico, November 2013. <http://www.clear-la.cide.edu/node/105>
- CLEAR, Third Global Forum: Tunis 2013.
- CLEAR Global Tunis Forum: Strategic Framework Template: Planning Tool – Annexes. February 2013.
- Annex C: CLEAR Strategic Framework Template Planning Tool, Preparation for the CLEAR global Forum- Tunis, February 2013.

Documents concerning CLEAR Centres and Sub Centres

Expressions of Interest and Proposals

Anglophone Africa Centre

- University of the Witwatersrand, Johannesburg: Expression of interest to be considered as a host institution for a regional centre for learning on evaluation and results (CLEAR), March 2010.

- University of the Witwatersrand, Johannesburg: Proposal to host a Centre for Learning on Evaluation and Results at the University of the Witwatersrand's Graduate School of Public and Development Management, 26 September 2010.

South Asia Centre

- CLEAR South Asia: "Requirements for Submitting Expressions of Interest."

Brazil

- CLEAR at EESP-FGV: Project Proposal
- CLEAR at EESP-FGV: Annex 4 CVs
- CLEAR at EESP-FGV: Annex 1A Evidence and Sources of information for Section A1

Francophone Africa Centre

- CESAG Expression of Interest
- CESAG Proposal to Host the CLEAR Centre in Francophone Africa

Latin America Centre

- Centre for Research and Teaching in Economics (CIDE): Expression of Interest
- CIDE Proposal to Host the CLEAR Centre in Spanish-speaking Latin America
- CIDE Proposal to Host the CLEAR Centre in Spanish-speaking Latin America: Annex

General

- Proposal Requirements and Site Visit Requirements

Strategy

- Latest strategy document for Anglophone Africa Centre (rough draft)
- CESAG CLEAR Project Document
- WITS Strategic Planning. Web page:
http://www.wits.ac.za/aboutwits/strategicplanningdivision/functions/15998/strategic_planning.html
- CIDE Mexico Plan Estratégico: Web page:
http://www.cide.edu/DIRECCION%20GENERAL/Plan_estrategico_CIDE.pdf
- CESAG Web page:
http://www.cesag.sn/index.php?option=com_content&view=article&id=38&Itemid=184

Workplans, Narrative and Financial Reports

- Anglophone Africa Overview Work Plan
- Updated workplan from November 2011: J-Pal South Asia Centre
- Brazil Centre EESP Budget

Francophone Africa Centre

- Annex 1: Simplified Financial Management Assessment Report: Data sheet and Risk Assessment
- Annex: Results of Activities and Work Plan Year 1
- Year One Budget for the CLEAR Francophone Africa Centre
- CESAG: Rapport d'Opinion du Commissaire Aux Comptes, Exercice clos le 31 Décembre 2008
- CESAG: Rapport d'Opinion du Commissaire Aux Comptes, États financiers - Exercice clos le 31 Décembre 2009

Latin America Centre

- CLEAR Budget CIDE

Regional Centre Products

- WITS: "African Monitoring and Evaluation Systems, workshop report: Collaborative Reflection and Learning Amongst Peers", 26-29 March 2012. Web page: http://www.wits.ac.za/files/qlgah_088716001350647108.pdf
- CLEAR and WITS: "Exploratory Case Studies: A Collection of Case studies facilitated by the CLEAR initiative - WITS". Web page: http://www.wits.ac.za/files/qlgah_826012001350647072.pdf
- WITS, Draft Study on the Demand for and Supply of Evaluation in Rwanda
- WITS, Draft Study on the Demand for and Supply of Evaluation in Ethiopia, September 2013
- WITS, Draft Study on the Demand for and Supply of Evaluation in Zambia, October 2013
- CLEAR South Asia Centre: M&E Webinar Series: <http://www.povertyactionlab.org/south-asia/clear-me-roundtable>
- CIDE Evaluation Diploma (Nuevo Diplomado de Politicas Publicas y Evaluacion). Web page: <http://www.clear-la.cide.edu/diplomado?language=en>
- CIDE. List of publications. Web page: <http://www.clear-la.cide.edu/publicaciones?language=en>
- Francophone Africa Centre. "An Assessment of Demand for Monitoring, Evaluation, and Performance Management information and Services (2013)." Web page: http://www.theclearinitiative.org/center_africa.html
- Francophone Africa Centre. "Demand and Supply: Monitoring, Evaluation, and Performance Management Information and Services in Anglophone Sub-Saharan Africa: A Synthesis of Nine Studies (2013)". Web page: http://www.theclearinitiative.org/center_africa.html

Documents requested and pending receipt

Regional Centre Selection Process

- Description of the East Asia Centre Selection Process
- Description of the Brazil Centre Selection Process

Financial Documents

- Financial reports
- Financial planning and reporting tools for Regional Centres
- Grant agreement with Anglophone Africa Centre and East Asia Centre

Governance

- Board meeting minutes since inception
- Ad hoc Board Committee minutes since inception

Regional Centre Documents

- Agreements between Host institution and sub Centres
- Agreements between Centre and Host institution
- Advisory Committee Members and Terms
- Advisory Committee minutes since the beginning
- Responsibilities of Centre staff; Responsibilities of Sub Centres
- Latest Annual Centre and Host institution reports

Annex I Indicative List of Persons to be Interviewed

The following table identifies the kinds of individuals and organizations who will be consulted during the evaluation, several of whom were identified by CLEAR stakeholders during Inception Phase Interviews. This preliminary draft list will be expanded and finessed as required with input from the CLEAR Regional Centres, Secretariat and the Board.

Category	Sub Category	Individuals	Remarks
CLEAR Governance, Implementation and Management	CLEAR Board	Hans-Martin Boehmer (Chair) Lennart Peck (SIDA) Nancy MacPherson (Rockefeller Foundation) Debbie Bowman (AusAID) Kellie Plummer (AusAID) Cheryl Gray (IDB) Jessica Kitakule-Mukungu (AfDB) David Rider –Smith (DFID)	Board Members
	CLEAR Regional Centres	Centre Director/Heads Centre Staff	
	CLEAR Regional Advisory Committee	Committee Members	
	CLEAR Affiliate Centres	Regional Coordinators	
	CLEAR Secretariat	Head Staff	
	Host Institutions	Institution (or Department) Heads and professors or staff	
Regional Recipients of CLEAR Services (Clients) and Partners	Parliaments Ministries CSO/NGOs Academia Private sector Donors Others	To be identified by the Evaluation Team in association with the CLEAR Regional Centres – indicative list below	
	Stakeholders in Mexico (CLEAR Latin America)		
	Ministries (national/provincial):	Gonzalo Hernandez Licona	Secretary of the National Council for the Evaluation of Social Development Policy (CONEVAL)
		Juan Manuel Valle	Executive Director Mexican Agency for International Development (AMEXCID)

Category	Sub Category	Individuals	Remarks
		Gerardo Franco Parrillat	Representative in Mexico, Latin American Center for Rural Development
		Roberto Moreno	Ministry of Finance (SHCP)
		Agustín Caso	(INEE)
		David Gómez	(State Government of Jalisco)
		Mónica Ballescá	(State Government of Jalisco)
	CSOs/NGOs	Claudia Mir	General Director, Cocoa Services, S.C.
		Ernesto Velasco	General Director, Cívicus Consultants
		Almudena Ocejo,	Executive Director, Center for Social Accountability and Studies in the Democratic Construction at CIESAS
		María José Montiel	Project Manager, Mexican Institute for Competitiveness
		Edna Jaime	Director General, México Evalúa
		Gabriel Farfán	(COPLAC-GprRD)
	Academia	CIDE Authorities, Professors, Provost etc.	
Stakeholders in Anglophone Africa (CLEAR-AA)			
	Government clients/ partners	Christel Jacobs	South African Presidency ; Evaluation and Research Unit : Capacity Development
		Ian Goldman	Head of Evaluation and Research GoSA
		Sipho Senabe	Chief Director HIV Workplace policy . DPSA
		Annette Griessel	Head of Evaluation, Gauteng Government
		Jonathan Timm	Director : Citizen Based Monitoring Programme
		Ahmed Vawda	Outcomes Facilitator : Human Settlements

Category	Sub Category	Individuals	Remarks
		Engela Ronette	DD General PME Data system, South African Treasury
		Ntukumba Stanley	Responsible for M&E capacity building DPME
		Thabi Zuma Bongoni Maluka Mark Everett	Employees DPME
		Janet Venter	JICA
		Ruan Kitshoff	Public sector Specialist GIZ-SA
		Samson Machuka David Kiboi	Office of the Prime Minster, Ministry of State for Planning, National Development and Vision 2020 (Kenya)
		Rachel Maina Daniel Oliech Betty Muthoni Gachire Elijah Wachira	Kenya School of Government
		Adams G.R. Oloo	Chairman Dept. of Political Science and Public Administration, University of Nairobi, RAC member
		John Paul Oyore	Lecturer & Chairman, Dept. of Community Health, Kenyatta University
		Bruno Dery	Deputy Director, National Development Planning Commission (Ghana)
		Sulley Gariba	Senior Advisor to the President and RAC member (Ghana), Founding Partner, IDEAS
	CSO/NGOs	Debbie Heustice	Director Info4 Africa, an HIV networking organisation
	Consultants and trainers	Donna Podems	
		Neil Rankin	Consultant Impact Evaluation University of Stellenbosch

Category	Sub Category	Individuals	Remarks
	Academia	Pundy Pillay Thomas Mogale Anne McLennan Rob Moore Kambidima Wotela	WITS University Advisors, Research Directors, Vice Chancellor etc.
	Others	Johan Mouton (Competitor, Stellenbosch University)	
Stakeholders in Francophone Africa			
	Government	Cour des comptes ou Inspection générale des Finances (Burkina Faso)	
		Abdoul Aziz Tall	Directeur de Cabinet de la présidence (Sénégal)
		Ibrahima Ndiaye	Directeur Général Bureau Organisation et Méthodes (BOM) du Sénégal, <i>Anciennement DREAT</i>
		Cheikh Diop	Ministère de l'Économie et des Finances / Cellule de Suivi Evaluation
		Diakhaby	Direction Générale du Plan (Senegal)
		Aristide Djidjoho	Bureau d'Évaluation de l'Action Publique (Bénin)
	Academia	Public University and Private University (Burkina Faso) – To be determined	
		Abdou Karim LO	Consultant en Management Public, Membre de SENEVAL, Professeur Associé au CESAG
		Mamadou Moustapha Thiam	Formateur Université Cheikh Anta Diop (UCAD)
	International Organisation	World Bank, UNICEF or UNDP staff (Senegal and Burkina Faso)	
	Consultants	Sarr Sylla NDIAYE	Elaboration d'un plan de Suivi et Evaluation pour le centre CLEAR – CESAG
		Ousmane DIA	Elaboration d'un plan de communication

Category	Sub Category	Individuals	Remarks
		Ahmadou TRAORE	Etude de la demande en S&E du Sénégal
		David HOUINSA	Etude de la demande en S&E de Bénin
		Abdel Aziz OULD DAHI	Etude de la demande en S&E de la Mauritanie
		Marie GERVAIS	Développement du matériel de formation à court- terme en S&E
		Monica TREVINO	Diagnostic Institutionnel de CESAG et Élaboration d'un Plan de renforcement des capacités
	CSO/NGO	Saâdou BAKOYE	Secrétariat Permanent de la Cellule de Suivi de l'Action Gouvernementale (Niger)
		Two NGOs to be determined (Burkina Faso)	
	Other	Training of trainers (participant focus group)	
Stakeholders in South Asia			
	Government clients/ partners	Syed Zubair Husain Naqvi	Assistant Director, Department of Economic Affairs, Ministry of Finance, Government of India
		Shaista Dhanda	Manager, Centre for Research and Experiments for Action and Policy (REAP), Government of Haryana, India
		Ajay Chhibber	Director-General, Independent Evaluation Office (IEO), Planning Commission, India
		Shirin Tejani	Research Associate, Centre for Research and Experiments for Action and Policy (REAP), Government of Haryana, India

Category	Sub Category	Individuals	Remarks
		Sandip Pattanayak	Unit Co-ordinator, Community of Evaluators (CoE), South Asia
		Andrew Jenkins	Co-ordinator, Impact Assessment Unit, BRAC Research & Evaluation Division (RED), Bangladesh
		Nilanthi Bandara	President Emeritus, Sri Lankan Evaluation Association (SLEvA)
		Shoraez Shahjahan	Country Director, Innovations for Poverty Action (IPA), Bangladesh
		Madhumita Gupta	Chief Economist, USAID, India
		Roland Lomme	Governance Advisor, World Bank, India
		Madhu Bhattarai	Principal Scientist, Economics, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), India
		Aparna Krishnan	Founder, Adducense Innovations, India
		Charity Troyer Moore	Senior Research and Policy Manager, BCURE, IFMR Research, and Evidence for Policy Design (EPoD), Harvard University, India
	Regional Advisory Committee members	Katherine Hay	Senior Program Officer, Bill & Melinda Gates Foundation, India
		Rukmini Banerji	Director, Programs, Pratham, India
		A.K. Shiva Kumar	UNICEF – Retired, National Advisory Council, India
		Yamini Aiyar	Senior Research Fellow and Director, Accountability Initiative, India

Category	Sub Category	Individuals	Remarks
		Soma De Silva	Head, M&E, Teaching Evaluation in South Asia (TESA), Sri Lanka
		Shama Mohammed	Director, Community Outreach, IRD (Interactive Research and Development)
		Usman Ghaus	Teaching Fellow, Lahore University of Management Sciences
		Imran Sarwar	Co-founderv, Rabt
		Minahil Asim	Senior Research Associate, Punjab Monitoring & Implementation Unit
		Mannan Wahid	Associate, Punjab Skills Development Fund
		Alizay Zaffer	Program Manager, Aga Khan Pakistan
		Ahmed Waseem Qureshi	Assistant Chief Development, Planning & Development Department, AJK
Stakeholders in East Asia			
	Government clients/ partners	Mr. He Xiaojun	RAC member from Ministry of Finance, China
		Mr. Li Xinhai	RAC member from Ministry of Finance, China
		Ms. Guang Xiuzhen	Ministry of Finance China
		Li, Kouqing	Director General at AFDC
		Peng, Renzhong	Director at AFDC, Dean at Shanghai National Accounting Institute
		Zhao, Min	Deputy Director at AFDC
		Scott Liu	Senior Project Officer at AFDC

Category	Sub Category	Individuals	Remarks
		Annie Wu	Project Manager at AFDC
		Officials from Ministry of Finance, Vietnam and Ministry of Finance, Cambodia	
	International Organizations	Walter Kolkma	Director of Independent Evaluation Division of Asia Development Bank
		Suganya Hutaserani	Lead Evaluation Specialist at Asia Development Bank; E. Asia RAC Member
	CSO/NGOs	Chen, Yimei	Executive Director of China Development Brief
		Li, Zhiyan	Director, Social Resources Institute
	Consultants and trainers	Ray Rist	SHIPDET Instructor
		Linda Morra Imas	SHIPDET Instructor
		Paul Glewwe	Impact Evaluation Training Instructor
		Neil Rankin	Impact Evaluation Training Instructor
	Academia	Chen, Qihui	China Agriculture University
	Others	4 to 5 SHIPDET graduates	
Other stakeholders (Individuals/organisations with a (potential) interest in CLEAR's work who are not (yet) engaged with CLEAR)		To be identified by the Evaluation Team in association with the CLEAR Regional Centre, the CLEAR Secretariat, CLEAR Board and the Universalia Advisory Group	
		In Mexico, the CLEAR team identified the following potential partners and clients: Roberto García López, Executive Secretary (COPLAC-GpRD) and Julio Carrasco (CAF)	

Category	Sub Category	Individuals	Remarks
Other global/regional, national M&E capacity development providers and networks	National universities and other national Institutes/ organisations Selected donor agencies IPDET Eval Partners IOCE Evalnet Coneval Mexico Independent Evaluation Office (IEO), Government of India Coneval Colombia Others	In Mexico: Laura González UN-Women/Alejandra Faúndez Inclusión y Equidad	
		Fernando Rojas, Lead Public Sector Management Specialist for Latin America, WB/ Manuel Fernando Castro, Senior Evaluation Officer World Bank and Gregorio Montero, General Secretary, CLAD	
		In South Africa: Jennifer Bisgard	Regional AfrEA Representative
		Fanie Cloete University of Johannesburg	Professor : Dept. of public Management and Governance
		Babette Rabie	Former Chair SAMEA
		Raymond Basson	Former Chair SAMEA
		In Francophone Africa: REBUSE (Réseau Burkinabé de Suivi et d'Evaluation)	
		Others	
Other key informants/thought leaders	Francophone Africa		
	Anglophone Africa	Dr. Sulley Gariba	Founding Partner, IDEAS
	South Asia	Dr. Ajay Chhibber	Director General of India's Independent Evaluation Organisation Minister of State, recently established to assess the effectiveness of India's development programme
	East Asia		
	Latin America	Pablo Rodriguez- Bilella	Executive Committee Member RELAC
	OECD DAC	Mr. Hans Lundgren	Manager of the OECD DAC Evaluation Network
	World Bank	Ms. Caroline Heider Pierre-Joseph Kingbo	IEG Director General IEG Senior Evaluator
Mr. Chris Gerard		IEG, Experience with GRPPs	

Category	Sub Category	Individuals	Remarks
		Mr. Nick York	IEG, Director of Country, Corporate and Global Evaluations
		Rasmus Heltberg	IEG, Staff expert on global programs
		Michael Koch	
		Keith McKay	Former IEG staff Previous experience in designing CLEAR. Currently retired
	Others	Colin Kirk	Previous experience with CLEAR. Currently with UNICEF.
		Elisabeth Robin	Retired. Previous experience with CLEAR.
		Karolina Hulterstrom	Sida, Bangladesh
		Andrea Fuller	Involved in the Institutional Assessment of CLEAR Anglophone Africa. Currently with Mind Farm
		Dr. Suganya Hutaserani	Retired Previously with AsDB.
		Frannie Lauthier	Former Director, World Bank Institute, Former Executive Director, African Capacity Development Foundation
		Ms. Zenda Ofir	Past President of the African Evaluation Association (AfrEA), former board member of the American Evaluation Association and the NONIE Steering Committee
		Dr. Sonal Zaveri	Community of Evaluators, South Asia
		Dr. Fred Carden	Former Director of Evaluation, International Development Research Centre
		Ms. Oumoul Ba Tall	Former President of the African Evaluation Association

Category	Sub Category	Individuals	Remarks
		Marco Segone	IOCE
		Jean Quesnel	IOCE

Annex J Interview Protocols

Interview protocols for CLEAR Secretariat staff members, CLEAR Regional Centre staff, CLEAR clients, CLEAR Board Members, Regional Advisory Committee Members, CLEAR collaborators and stakeholders, representatives of Host Institutions, other M&E capacity development service providers, M&E and capacity development thought leaders are outlined below. They are based on, and aligned with, the evaluation questions outlined in Annex F.

A. Draft Interview Protocol: CLEAR Secretariat Staff

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

If individual has not been interviewed before: Please briefly describe your role(s) and responsibilities within the CLEAR Secretariat.

2. CLEAR progress and programme level performance at mid term

Global level

- 1) What internal and external factors have affected (positively or negatively) the establishment and functioning of the Secretariat to date?
- 2) To what extent have actual global programming activities been congruent with CLEAR's strategic documents and frameworks? If applicable, what factors have influenced changes to the originally envisaged portfolio of activities?
- 3) What (types of) services, events, products offered by or through the Secretariat have been most successful? Least successful?
- 4) What factors have led to the success (or lack thereof) of different types of global activities/services/products offered by CLEAR? (*E.g. their thematic relevance; format/methodologies; actors, setting/location, timing*)

Regional level (to be focused on the Centre or Centres the respondent is familiar with)

- 1) What factors have (positively or negatively) influenced the process of selecting and establishing the Regional Centres?
- 2) To what extent have actual regional programming activities been congruent with the respective RCs' strategic documents and frameworks? If applicable, what factors have influenced changes to the originally envisaged portfolio of activities? E.g. in terms of:
 - *types of services and distribution of budget allocations;*

- *types of clients served;*
 - *levels of capacity built;*
 - *thematic foci of products and services;*
 - *geographic reach.*
- 3) What do you consider to be key achievements made by the Regional Centres to date? Why?

Relevance/Design

- 1) To what extent does CLEAR constitute an appropriate response to the national, regional and global trends underpinning its creation? Is it keeping up with evolving trends?
- 2) In what ways do CLEAR objectives and services take the specific and changing contexts in different countries and regions into account? Please give examples.
- 3) To what extent does the CLEAR design build upon and reflect (emerging) good practices in and current thinking on (M&E) capacity development, global networks, and global partnership programs?
- 4) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (*E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders*).
- 5) To what extent do CLEAR's services complement or duplicate those offered by other providers? Are there examples of synergies generated between CLEAR and other actors?

Looking forward

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
 - *Strengthening both supply of and demand for evidence in the region*
 - *Developing a critical mass of M&E professional expertise in the region*
 - *Innovation in and diversity of M&E approaches/methods in the Region?*
- 3) In your view, what would it mean for CLEAR to be sustainable at regional and global levels? What factors need to be in place to allow for sustainability? Which of these can CLEAR influence?

3. Organisational Arrangements

- 1) Are roles and responsibilities of key units within the CLEAR network (including the Board, Secretariat, Centers, sub-centres, host institutions, Advisory bodies) clear and appropriate? What, if any, issues require further clarification?

- 2) What aspects of the coordination, collaboration, problem-solving and decision-making of the CLEAR network and among CLEAR units are working/not working? Why?
- 3) To what extent does the Secretariat have the human and other resources to effectively carry out its responsibilities? What are benefits and drawbacks of the current size and location of the Secretariat?
- 4) Describe the added value of the CLEAR Board?
- 5) How useful are the existing processes and tools for monitoring and reporting on CLEAR RC services and achievements for the Regional Centre in view of learning, planning, and decision making? Why?
- 6) What have been strengths and weaknesses of existing systems and processes for financial management for CLEAR, including receipt and flow of financial resources from donors?

4. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR programme at global and regional levels?
- 2) Corrective actions conducted/initiated by
 - *the CLEAR Secretariat*
 - *the Regional Centre*
 - *the CLEAR Board*
 - *others (please specify).*
- 3) Please share any other comments or observations that may be relevant in the context of this evaluation.

B. Draft Interview Protocol: CLEAR Regional Centre Staff

ePact represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department of International Development (DFID) to conduct the Mid-Term Evaluation of the CLEAR initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. Please be assured that all information gathered in interviews will be treated confidentially.

1. Background/Introduction

If individual has not been interviewed before: Please briefly describe your role(s) and responsibilities within/in relation to the CLEAR Regional Centre.

2. CLEAR progress and programme level performance at mid term

Global level

- 1) What types of global events, products, services provided by CLEAR (through the Secretariat) have you participated in or used?
- 2) How useful have these events, products, services been to you/the RC? What characteristics have contributed to their respective usefulness? (*Including strengths and weaknesses of the CLEAR Secretariat*)

Regional level

- 1) To what extent did the process of selecting and establishing the Regional Centre meet your expectations and needs? (*E.g. as regards related processes, timelines, resources, support from CLEAR Secretariat and host institution*). What, if any, are remaining gaps in the readiness of your RC?
- 2) What characterizes the portfolio of activities conducted by your Regional Centres to date? Were your original assumptions realistic as regards the composition and scope of the RCs portfolio? *E.g. in terms of:*
 - *types of services and distribution of budget allocations;*
 - *types of clients served;*
 - *levels of capacity built;*
 - *thematic foci of products and services;*
 - *geographic reach.*
- 3) What do you consider to be the key achievements made by the RC to date? Why?
- 4) What have been key factors supporting or hindering (progress towards) achievements?
- 5) What, if any, unexpected results/achievements has the RC contributed to? How?
- 6) In what ways do CLEAR objectives and services take the specific and changing contexts in different countries in your region into account? (Including stakeholder needs, as well as trends/thinking on M&E). Please give examples.
- 7) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (*E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders*).
- 8) To what extent do CLEAR's services complement or duplicate those offered by other providers? Are there examples of synergies generated between CLEAR and other actors?
- 9) How do the costs of CLEAR services compare to those of other providers? What is your assessment based on?

Future progress and sustainability

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
 - *Strengthening both supply of and demand for evidence in the region*
 - *Developing a critical mass of M&E professional expertise in the region*
 - *Innovation in and diversity of M&E approaches/methods in the Region?*
- 3) In your view, what would it mean for CLEAR to be sustainable at regional and global levels?
- 4) What factors need to be in place to allow for sustainability? Which of these can CLEAR influence/is already influencing?

3. Organisational Arrangements

- 1) Are roles and responsibilities of key units within the CLEAR network (including the Board, Secretariat, Centers, sub-centres, host institutions, Advisory bodies) clear and appropriate? Why?
- 2) What aspects of the coordination, collaboration, problems-solving and decision-making of the CLEAR network and among CLEAR units are working/not working? Why?
- 3) How effective is the CLEAR Secretariat in fulfilling its functions? Which of the Secretariat's functions and/or services are most helpful for your Regional Centre? Why?
- 4) How effective is the CLEAR Board in fulfilling its functions?
- 5) How effective is the Regional Advisory Body in providing guidance to the centres programming and implementation issues? Why? Why not?
- 6) What are benefits and challenges deriving from the arrangement with your host institution? How has the relationship evolved since the RC was created?
- 7) How useful are the existing processes and tools for monitoring and reporting on CLEAR RC services and achievements for the Regional Centre in view of learning, planning, and decision making? Why?

4. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR programme at global and regional levels?

Corrective actions conducted/initiated by

- *the Regional Centre*
- *the CLEAR Secretariat*

- *the CLEAR Board*
 - *others (please specify).*
- 2) Please share any other comments or observations that may be relevant in the context of this evaluation.

C. Draft Interview Protocol: CLEAR Actual Clients

ePact represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department of International Development (DFID) to conduct the Mid-Term Evaluation of the CLEAR initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

- 1) Please briefly describe your role(s) and responsibilities within your organisation.
- 2) How did you learn about CLEAR and when?
- 3) In your own words, what is CLEAR about?

2. CLEAR progress and programme level performance at mid term

Services and achievements

- 1) How many and what types of services offered through CLEAR have you (or your organisation) used (e.g. events such as trainings, advisory services, knowledge products, professional exchange)
 - a. *How many individuals and what types (levels) have participated in/used CLEAR services? (Individuals, teams? Executive, managerial or technical/professional?)*
 - b. *What were the respective thematic foci of these events?*
- 2) How *useful* have these events, products, services been to you/your organisation?
 - a. *In terms of strengthening knowledge/awareness (please specify topic)*
 - b. *In terms of strengthening skills*
 - c. *Improved consensus/team work*
 - d. *Enhanced networks/strengthened coalitions*
 - e. *New implementation know-how*
 - f. *Other (please specify)*

- 3) How relevant have been/are CLEAR's services in view of existing needs and strategic priorities of your organisation/country? Please specify.
- 4) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (*E.g. do different types of stakeholder groups have equal access to its services? Are the topics and types of capacity development offered by CLEAR equally relevant to different actors with a stake in evaluation? Are you aware of attention being paid to how evolving M&E systems are being used for/by different stakeholders?*).
- 5) What are remaining needs/gaps in your organisation? What is needed to address these? (*internally and/or with external assistance*).
- 6) In what ways, if at all, were CLEAR services that you have used tailored to your specific national/regional context? (*E.g. in terms of methodology, language, key concepts*). Please give examples.
- 7) To what extent do CLEAR's services complement or duplicate those offered by other providers? How do the costs of CLEAR services compare to those of other providers? What is your assessment based on?

Future progress and sustainability

- 1) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
 - *Strengthening both supply of and demand for evidence in the region*
 - *Developing a critical mass of M&E professional expertise in the region*
 - *Innovation in and diversity of M&E approaches/methods in the Region?*
- 2) How relevant and realistic are these learning outcomes to existing needs in your country/region?
- 3) In your view, what would it mean for CLEAR services to be sustainable? What factors need to be in place to allow for sustainability?

3. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR programme at global and regional levels?

Corrective actions conducted/initiated by

- *the Regional Centre*
- *the CLEAR Secretariat*
- *the CLEAR Board*
- *others (please specify).*

- 2) Please share any other comments or observations that may be relevant in the context of this evaluation.

D. Interview Protocol: CLEAR Board Members

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

If individual has not been interviewed before

- 1) Please briefly describe your role(s) and responsibilities within the CLEAR Secretariat. Since when have you been involved?
- 2) What are the main reasons for your home agency's interest in and support for the CLEAR initiative? Is your agency supporting any other similar global initiatives focus on strengthening M&E capacity?

2. CLEAR progress and program level performance at mid term

Global level

- 1) In your view, what (types of) services, events, products offered by or through CLEAR at the global level have been most successful? Least successful? Why? How do you know?
- 2) What factors have led to the success (or lack thereof) of different types of global activities/services/products offered by CLEAR?

Regional level

- 1) What factors have (positively or negatively) influenced the process of selecting and establishing the Regional Centres?
- 2) What do you consider to be key achievements made by the RCs to date? Why?

Relevance/Design

- 1) To what extent does CLEAR constitute an appropriate response to the national, regional and global trends underpinning its creation? Is it keeping up with evolving trends? How?
- 2) To what extent does the CLEAR design build upon and reflect (emerging) good practices in and current thinking on (M&E) capacity development, global networks, and global partnership programs?
- 3) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (E.g. as regards the selection of issues/topics to address, identifying potential and

actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders).

- 4) To what extent do CLEAR's services complement or duplicate those offered by other providers? Are there examples of synergies generated between CLEAR and other actors?

Looking forward

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
Regional outcomes: Strengthening both supply of and demand for evidence in the region; Developing a critical mass of M&E professional expertise in the region; Innovation in and diversity of M&E approaches/methods in the Region?
- 3) In your view, what would it mean for CLEAR to be sustainable at regional and global levels? What factors need to be in place to allow for sustainability? Which of these can CLEAR influence?

3. Organizational Arrangements

- 1) Are roles and responsibilities of key units within the CLEAR network (including the Board, Secretariat, Centers, sub-centres, host institutions, Advisory bodies) clear and appropriate? What, if any, issues require further clarification?
- 2) What aspects of the coordination, collaboration, problems-solving and decision-making of the CLEAR network and among CLEAR units are working/not working? Why?
- 3) How effective is the CLEAR Secretariat in fulfilling its functions? What are benefits and drawbacks of the current size and location of the Secretariat?
- 4) How effective is the CLEAR Board in fulfilling its functions? What are benefits and drawbacks of the current size, composition and method of operation of the Board?
- 5) How useful are the existing processes and tools for monitoring and reporting on CLEAR services and achievements in view of learning, planning, and decision making? Why?
- 6) What have been strengths and weaknesses of existing systems and processes for financial management for CLEAR, including receipt and flow of financial resources from donors?

4. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR program at global and regional levels?

Corrective actions conducted/initiated by

- *the CLEAR Secretariat*
- *the Regional Centre*

- *the CLEAR Board*
 - *others (please specify).*
- 2) What factors are likely to determine the continued interest and support of your organization/agency to CLEAR?

Please share any other comments or observations that may be relevant in the context of this evaluation

E. Interview Protocol: CLEAR Collaborators

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

- 1) Please briefly describe your role(s) and responsibilities within your organization.
- 2) How did you learn about CLEAR and when?
- 3) In your own words, what is CLEAR about?
- 4) What was your organization's key motivation for partnering with CLEAR?

2. CLEAR progress and program level performance at mid term

Services and achievements

- 1) How many and what types of services has your organization developed and/or offered jointly with CLEAR? (e.g. events such as trainings, advisory services, knowledge products, professional exchange)
 - *How many individuals and what types (levels) have participated in/used these services? (Individuals, teams? Executive, managerial or technical/professional?)*
 - *What were the respective thematic foci of these events?*
- 2) How useful have these events, products, services been to the respective clients? How do you know?
 - *In terms of strengthening knowledge/awareness (please specify topic)*
 - *In terms of strengthening skills*
 - *Improved consensus/team work*
 - *Enhanced networks/strengthened coalitions*

- *New implementation know-how*
 - *Other (please specify)*
- 3) How relevant have been/are CLEAR's services in view of existing needs and strategic priorities of the targeted organizations/of the country? Please specify.
 - 4) What are remaining needs/gaps in targeted organizations/in your country? What is needed to address these?
 - 5) In what ways were the services provided by your organization and CLEAR tailored to the specific national/regional context(s) that they took place in? (E.g. in terms of methodology, language, key concepts). Please give examples.
 - 6) To what extent did these services complement or duplicate those offered by other providers? How do the costs of these services compare to those of other providers? What is your assessment based on?
 - 7) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders).

Future progress and sustainability

- 1) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
Regional learning outcomes: Strengthening both supply of and demand for evidence in the region; Developing a critical mass of M&E professional expertise in the region; Innovation in and diversity of M&E approaches/methods in the Region?
- 2) In your view, what would it mean for services such as the ones provided by your organization and CLEAR to be sustainable? What factors need to be in place to allow for sustainability?

3. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR program at the regional level?
- 2) What, if any, mid-term corrective actions could further improve your collaboration with CLEAR?
- 3) Please share any other comments or observations that may be relevant in the context of this evaluation.

F. Interview Protocol: Other Evaluation Capacity Building Providers(CLEAR Competitors)⁴⁰

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients, collaborators and competitors to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

- 1) Please briefly describe your organization's work and approach in view of evaluation capacity building (ECB) (e.g. geographic foci; thematic foci; methodological foci)
- 2) How did you become aware of CLEAR and how? What is your relationship with CLEAR now? Has it evolved over time?
- 3) In your view, what are the key characteristics of the CLEAR initiative?

2. CLEAR progress and program level performance at mid term

- 1) What (types of) services, events, or products offered by/ through CLEAR at the global and regional levels are you aware of?
- 2) Which, if any, have you used? (e.g. publications) Why? With what impression/benefit?

Relevance/Design

- 1) To what extent does CLEAR constitute an appropriate response to the national, regional and global trends underpinning its creation?
- 2) To what extent does the CLEAR design build upon and reflect (emerging) good practices in and current thinking on (M&E) capacity development?
- 3) To what extent do CLEAR's services complement or duplicate those offered by your organization/other providers?
- 4) Are there examples of synergies generated between CLEAR and your organization/other actors?
- 5) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (*E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders*).

⁴⁰ Organizations/providers who have *not* (yet) collaborated with CLEAR, i.e. different from CLEAR collaborators.

Looking forward

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
Regional outcomes: Strengthening both supply of and demand for evidence in the region; Developing a critical mass of M&E professional expertise in the region; Innovation in and diversity of M&E approaches/methods in the Region?
- 3) In your view, what would it mean for CLEAR to be sustainable at regional and global levels? What factors need to be in place to allow for sustainability? Which of these can CLEAR influence?

3. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR program at global and regional levels?

Corrective actions conducted/initiated by

- *the CLEAR Secretariat*
 - *the Regional Centre*
 - *the CLEAR Board*
 - *others (please specify).*
- 2) Please share any other comments or observations that may be relevant in the context of this evaluation.

G. Interview Protocol: Representatives of Host Institutions for Regional Centres

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

If individual has not been interviewed before:

- 1) Please briefly describe your role(s) and responsibilities within your institution. What is your relationship with the CLEAR Regional Centre and related responsibilities (if any)?

- 2) What were the main reasons for your institution's interest in the CLEAR initiative (including any links to your institution's priorities and/or any similar M&E capacity strengthening initiatives)?

2. CLEAR progress and program level performance at mid term

Global level

- 1) What, if any, global events, products, services provided by CLEAR (through the Secretariat) have you participated in or used?
- 2) How useful have these events, products, services been to you/your organization? What characteristics have contributed to their respective usefulness?

Regional level

- 1) To what extent did the process of selecting and establishing the Regional Centre/Sub-centre meet your expectations and needs? (E.g. as regards related processes, timelines, resources). What, if any, are remaining gaps in the readiness of the RC that your organization is hosting?
- 2) What benefits/opportunities did your institution anticipate from hosting the Regional Centre? To what extent have these expectations been met/are likely to be met?
- 3) What characterizes the portfolio of activities conducted by the Regional Centre hosted by your organization to date? Were its original assumptions realistic as regards the composition and scope of the RC's portfolio? *E.g. in terms of:*
 - *types of services and distribution of budget allocations;*
 - *types of clients served;*
 - *levels of capacity built;*
 - *thematic foci of products and services;*
 - *geographic reach.*
- 4) What do you consider to be the key achievements made by the RC to date? Why?
- 5) What have been key factors supporting or hindering (progress towards) achievements?
- 6) In what ways do CLEAR objectives and services take the specific and changing contexts in different countries in your region into account? (Including stakeholder needs, as well as trends/thinking on M&E). Please give examples.
- 7) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders).

- 8) To what extent do CLEAR's services complement or duplicate those offered by other providers? (Including your organization, if/as applicable). Are there examples of synergies generated between CLEAR and other actors (including your organization)?
- 9) How do the costs of CLEAR services compare to those of other providers (including other parts of your organization)? What is your assessment based on?

Future progress and sustainability

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
 - *Strengthening both supply of and demand for evidence in the region*
 - *Developing a critical mass of M&E professional expertise in the region*
 - *Innovation in and diversity of M&E approaches/methods in the Region?*
- 3) In your view, what would it mean for CLEAR to be sustainable at regional and global levels? What factors need to be in place to allow for sustainability? Which of these can CLEAR influence/is already influencing?

3. Organizational Arrangements

- 1) Are roles and responsibilities of key units within the CLEAR network (including the Board, Secretariat, Centers, Sub-centres, host institutions, Advisory bodies) clear and appropriate? Why?
- 2) What aspects of the coordination, collaboration, problems-solving and decision-making of the CLEAR network and among CLEAR units are working/not working? Why? (Including collaboration between Regional Centre and host institution).
- 3) What are benefits and challenges deriving from the arrangement between the RC and your organization as the host institution? How has the relationship evolved since the RC was created?

4. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR program at global and regional levels?

Corrective actions conducted/initiated by

- *the Regional Centre/Sub-Centre*
- *the CLEAR Secretariat*
- *the CLEAR Board*

- *your organization/institution*
- 2) Please share any other comments or observations that may be relevant in the context of this evaluation.

H. Interview Protocol: Potential CLEAR Clients

ePact represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department of International Development (DFID) to conduct the Mid-Term Evaluation of the CLEAR initiative. An important part of our data collection is to consult with CLEAR staff, (actual and potential) clients, collaborators and competitors to understand their views of and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

- 1) Please briefly describe your role(s) and responsibilities within your organisation.
- 2) Presuming that you are aware of CLEAR, how did you learn about CLEAR and when?
- 3) In your own words, what is CLEAR about? What types of products and services does CLEAR offer? To whom?
- 4) How relevant are the following areas that CLEAR works in for your organization? Why?
 - a. *Helping to strengthening knowledge/awareness of development evaluation, the generation and use of evidence to inform decision making*
 - b. *Strengthening skills related to the generation and/or use of evidence (through evaluation)*
 - c. *Strengthening the organization in terms of internal consensus/team work towards generating evidence through evaluation and using this evidence*
 - d. *Enhanced networks/strengthened coalitions working towards the generation/use of evidence for decision making*
 - e. *New implementation know-how as regards the design, management, or use of evaluation to generate evidence*
 - f. *Other (please specify)*
- 5) Have you used the services of other providers to help your organization in one or more of these areas? Why did you choose this provider/these providers?
- 6) Have you ever considered working with CLEAR? If yes, on what issues? If not, why not? Under what conditions would you consider using the services of CLEAR?
- 7) To what extent do CLEAR's services complement or duplicate those offered by other providers? How do the costs of CLEAR services compare to those of other providers? What is your assessment based on?

- 8) Are there any key gaps in your organisation for which you have, until now, been unable to find external assistance? (I.e. issues not offered by CLEAR or any other service provider).
- 9) CLEAR's intention is to contribute to the following regional learning outcomes. How relevant and realistic are these learning outcomes to existing needs in your country/region?
 - *Strengthening both supply of and demand for evidence in the region*
 - *Developing a critical mass of M&E professional expertise in the region*
 - *Innovation in and diversity of M&E approaches/methods in the Region?*
- 10) Please share any other comments or observations that may be relevant in the context of this evaluation.

I. Interview Protocol: Regional Advisory Committee Members

ePact, represented by Universal Management Group, a Canadian consulting firm, has been contracted by the UK Department for International Development (DFID) to conduct a Mid-Term Evaluation of the CLEAR Initiative. An important part of our data collection is to consult with CLEAR staff, clients and collaborators to understand their views and experiences with CLEAR to date. Please note that the focus of a Mid-Term Evaluation is to help CLEAR learn both about its successes as well as about areas that may require revision or further thinking. **Please be assured that all information gathered in interviews will be treated confidentially.**

1. Background/Introduction

- 1) Please briefly introduce yourself, in particular your connection to the issue of Evaluation Capacity Building.
- 2) Since when have you been a member of the Regional Advisory Committee (RAC)? How were you approached to join the RAC, and by whom?

2. CLEAR progress and program level performance at mid term

Global level

- 1) What, if any, global events, products, services provided by CLEAR (through the Secretariat) are you aware of, or have you participated in/ used?
- 2) How useful have these events, products, services been to you? What characteristics have contributed to their respective usefulness?

Regional level

- 1) What characterizes the portfolio of activities conducted by the Regional Centre/Sub-centre to date? *E.g. in terms of:*
 - *types of services and distribution of budget allocations;*
 - *types of clients served;*
 - *levels of capacity built;*

- *thematic foci of products and services;*
 - *geographic reach.*
- 2) What do you consider to be the key achievements made by the RC/SC to date? Why?
 - 3) What have been key factors supporting or hindering (progress towards) achievements?
 - 4) In what ways do CLEAR objectives and services take the specific and changing contexts in different countries in your region into account? (Including stakeholder needs, as well as trends/thinking on M&E). Please give examples.
 - 5) To what extent do CLEAR's services complement or duplicate those offered by other providers? Are there examples of synergies generated between CLEAR and other actors?
 - 6) In what ways, if any, do you consider the work of CLEAR to be innovative, or to promote innovation? Why/how?
 - 7) To what extent do CLEAR objectives and services take issues of inclusion and equality into account? (*E.g. as regards the selection of issues/topics to address, identifying potential and actual target groups for services; or exploring the uses of M&E systems for/by different types of stakeholders*).

Future progress and sustainability

- 1) How well is CLEAR positioned to contribute to developing and sharing global knowledge; and facilitating peer learning through the CLEAR network? Why?
- 2) How well is CLEAR positioned to contribute to its intended regional learning outcomes? Why?
- 3) Regional Learning Outcomes: Strengthening both supply of and demand for evidence in the region; Developing a critical mass of M&E professional expertise in the region; Innovation in and diversity of M&E approaches/methods in the Region.
- 4) In your view, what would it mean for CLEAR to be sustainable at regional and global levels?
What factors need to be in place to allow for sustainability? Which of these can CLEAR influence/is already influencing?

3. Organizational Arrangements

- 1) Are roles and responsibilities of the RAC vis-a-vis the Regional Centre/Sub-Centre clear? Are the roles and responsibilities of other CLEAR units clear (Board, Secretariat, host institutions)?
- 2) How effective is the Regional Advisory Body in providing guidance to the Centre's programming and implementation issues? Why? Why not?
- 3) How useful are the existing processes and tools for monitoring and reporting on CLEAR Regional (Sub) Centre services and achievements in view of learning, planning, and decision making? Why?

4. Looking ahead

- 1) What mid-term corrective actions might be helpful to improve the effectiveness, relevance, sustainability and efficiency of the CLEAR program at global and regional levels?

Corrective actions conducted/initiated by

- *the Regional Centre/Sub-Centre*
 - *the RAC*
 - *the CLEAR Secretariat*
 - *the CLEAR Board*
 - *others (please specify).*
- 2) Please share any other comments or observations that may be relevant in the context of this evaluation.

Annex K Curriculum Vitae

Geraldine Cooney

Ms. Geraldine (Gerry) Cooney is an owner and senior evaluator at Universalia. A credentialed evaluator, Gerry has over 30 years of experience in leading and managing evaluations of large and complex international development projects, programs, and organizations in a variety of sectors and themes. She also has solid experience in supporting organizations in assessing their performance measurement, monitoring and evaluation needs and assisting them in developing monitoring and evaluation systems to meet such needs. Gerry's clients include various UN agencies (UNICEF, UN Women (and formerly UNIFEM), IFAD and WIPO), the World Bank, bilateral development agencies, and international and national NGOs. Gerry provides high quality, value-added and timely services to Universalia clients, and manages large and diverse teams of advisors within budget and contract specifications. Over the past three decades, Gerry has worked extensively throughout Africa and Asia on evaluation assignments. She speaks fluent English and conversational French and has a working knowledge of Spanish and Setswana. Gerry is the past President of the Canadian Evaluation Society's National Capital Chapter⁴¹, which is the largest and oldest CES Chapter in Canada with over 550 members. Gerry holds Canadian and Irish citizenships.

Education

Queen's University
M.B.A., Marketing, 1981

Carleton University
B.A., Mathematics and Economics, 1977

Status with Firm

Shareholder since 1987
Currently Senior Consultant

Languages

English
French - spoken (intermediate fluency), reading (intermediate fluency)
Spanish spoken - (fair), reading (fair)
Setswana - spoken

Designations

Credentialed Evaluator (CES 2012)

Work History

1987 - **Owner**, Universalia Management Group Ltd.
1983 - **Consultant**, Universalia Management Group Ltd.

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Citizenship

Canadian; European Economic Community

Professional Associations

- Canadian Evaluation Society (CES) National Capital Chapter (Past President)
- IDEAS
- Canadian Association of International Development Consultants (CAIDC)

⁴¹ For more information on CES NCC please see <http://ncc.evaluationcanada.ca/>

- 1981 - 83 **Rural Industrial Officer**, Ministry of Commerce and Industry, Botswana
- 1980 – 81 **Small Business Consultant**, Queen's University
- 1978 – 79 **Consultant**, Children's Hospital of Eastern Ontario
- 1978 – 79 **Complaints Control Officer**, Canadian Human Rights Commission

Selected Recent Experience

MfDR, Performance Management and Monitoring Systems

- 2013- **UNICEF's Global Evaluation Reporting Oversight System (GEROS)**
UNICEF's Evaluation Office (EO) contracted Universalia in 2013 to strengthen the evaluation function at UNICEF by ensuring the quality of the evaluations received by the EO. This assignment involves comprehensive review and rating of 100+ evaluation reports per year. Gerry co-manages the assignment and occasionally serves as a peer reviewer
- 2011 **UN Women**
UN Women contracted the services of Universalia to provide constructive feedback on its inaugural corporate results framework for the period 2012-15
- 2008-09 **UNIFEM (now known as UN Women)**
UNIFEM contracted the services of Universalia for the development of a tracking strategy and computerized system in order to track corporate level results identified in UNIFEM's Strategic Plan 2008-2011. Universalia assisted UNIFEM through various means in the development and finalization of the organisation's results and indicators at the strategic level, and provided help in identifying baselines and targets. Universalia also developed a strategy for development of a computerized system to track results. A proof-of-concept of a computerized system was developed and demonstrated to the UNIFEM Programme Working Group.
- 2007 **UNIFEM (now known as UN Women)**
Team Leader for evaluating UNIFEM's 2004-2007 Multi-Year Funding Framework (MYFF) and the systems used by UNIFEM to plan, manage, monitor for results at corporate, regional and sub-regional levels.
- 2006-08 **Nile Basin Initiative (and the World Bank)**
Led a World Bank funded assignment aimed at assisting NBI to develop and institutionalize a results-based monitoring and evaluation system. This involved working with NBI staff and consultants in the Nile Basin.
- 2004-05 **World Bank**
Assisted Universalia team members in development of the Managing for Development Results (MfDR) Sourcebook
- 2003 **Canadian International Development Agency**
Assisted CIDA's Performance Review Branch in developing a methodology and approach to conducting management audits of CIDA programs.
- 2002 **UNIFEM (now known as UN Women)**
Assisted UNIFEM in assessing the strengths and weaknesses of its existing performance monitoring systems and in developing a performance management framework that it can use to monitor and assess its performance in realizing the objectives and results of its global strategy and business plan.

Results-Based Programme Monitoring, Review and Evaluation

- 2012-2013 **World Bank**
Participating in an evaluation of *infoDev*, a global partnership programme within the World Bank Group to support innovative, technology-enabled enterprises for poverty reduction. The evaluation is assessing the performance of the *infoDev* programme over the fiscal years 2007-2011 and identifying areas for enhancing *infoDev*'s future growth and development.
- 2012-13 **UNICEF**
Led a team of four experts to carry out an evaluation of the Child Protection Monitoring and Response System (CPMRS) project which was supported by UNICEF Thailand from 2006-2012. The evaluation examined the relevance effectiveness, efficiency, sustainability of project results and provided input to the Royal Thai Government and UNICEF decision-making on how to advance the national child protection agenda and strengthen existing child protection systems. The study was conducted by two senior evaluation experts from Universalialia, two senior child protection experts from Child Frontiers and supported by a team of Thai researchers. The evaluation report which was submitted in May 2013 is already being used by UNICEF Thailand and the RTG to inform future policy and programme support for child protection in Thailand.
- 2012-2013 **World Bank**
Led a team of six consultants in the Independent External Evaluation of the Debt Management Facility (DMF) for Low Income Countries. DMF is a grant facility financed through a multi-donor trust fund to support the scaling up and accelerated implementation of the Bank's debt management work programme with the specific objective of strengthening debt management capacity and institutions. The evaluation assessed DMF performance thorough a sample of 29 countries engaged with the DMF, including in-depth site visits to Malawi, Senegal and Washington D.C.
- 2012 **UN Women**
Gerry led the Final Evaluation of the Integrating Gender-Responsive Budgeting in the Aid Effectiveness Agenda (GRB in AE) programme, funded by UN Women and the European Commission (EC). The programme aimed to enhance accountability for gender equality and women's empowerment of donor and partner countries in the aid effectiveness (AE) agenda. The evaluation encompassed programme activities over the period 2008-12, examined the performance of the programme to inform future programmatic interventions, and included site visits to Nepal, Peru, Rwanda and USA.
- 2011-12 **Consultative Group to Assist the Poor (CGAP)(World Bank Trust Fund)**
Led a team of five to evaluate the Consultative Group to Assist the Poor (CGAP), an independent policy and research centre dedicated to advancing financial access for the world's poor that is supported by over 30 development agencies and private foundations who share a common mission to alleviate poverty. Housed at the World Bank, CGAP provides market intelligence, promotes standards, develops innovative solutions and offers advisory services to governments, financial service providers, donors, and investors.
- 2011 **World Bank**
Ms. Cooney co-led a team of 4 consultants in the final evaluation of the WB's Gender Action Plan "*Gender Equality as Smart Economics*" (GAP). The assignment evaluated the framework, strategies and processes used to implement the GAP; assessed its impact in terms of: 1. mainstreaming gender in the Bank's analytical and operational work in the economic sector and changing the way the Bank does business; 2. building the evidence base for women's economic empowerment; and 3. influencing the global development dialogue and creating global partnerships for women's economic empowerment.

- 2011 **World Bank**
Team Leader for the Mid-term evaluation of the Adolescent Girls Initiative (AGI). Universalis was contracted to carry out a formative mid-term evaluation with the objective: i) to identify the key achievements of the AGI towards implicit programme objectives, ii) to identify the progress of AGI pilot projects to date vis-à-vis their objectives; iii) to identify strengths, areas for improvement, and lessons learned in the design, implementation and management of AGI at both the programme and pilot project levels; and iv) to propose specific, actionable changes to PRMGE to maximize AGI's potential impact and support the realization of the Bank's implicit AGI programme objectives.
- 2011-12 **World Intellectual Property Organisation (WIPO)**
Led a team of three to carry out a Pilot Country Portfolio Evaluation encompassing the entirety of WIPO's activities in Kenya during the period 2005-10. The evaluation will examine the performance and results of the portfolio as a whole and provide insights to make evidence-based strategic decisions about positioning WIPO in Kenya, strategic partnerships, operations design and implementation.
- 2010 **UNIFEM (now known as UN Women)**
Team Leader for evaluating the EC-UN Partnership Programme
- 2010 **CIDA**
Team leader for institutional assessment of Tanzania's Ministry of Community Development, Gender and Children
- 2009-10 **UNICEF Bangladesh**
Led an evaluation of UNICEF Bangladesh's performance in leveraging its resources for children's rights and child protection in keeping with strategic directions outlined in UNICEF's Mid Term Strategic Plan (2005). The study included a detailed analysis of UNICEF Bangladesh's practices, systems, procedures, capacities, projects and programs with the view of identifying best practices, lessons learned and areas for improvement. Field mission to Bangladesh.
- 2009-10 **UNICEF Philippines**
Led an evaluation of UNICEF and the Government of the Philippines' Sixth Country Programme for Children (CPC), which supports the child rights-based delivery systems of the national government. It has six components: Health and Nutrition, Child Protection, Education, HIV/AIDS, Communication, Social Policy and Local Development. Field mission to the Philippines.
- 2008-10 **Canadian International Development Agency (CIDA)**
Led a country programme evaluation of CIDA's investments in Malawi over the period 1998-2008. This included managing a team of 5 sectoral experts to review over \$240 million in CIDA programming.
- 2008-09 **UNIFEM (now known as UN Women)**
Led a team that examined the conceptual relevance, effectiveness, sustainability of UNIFEM's work with Regional Organizations around the world including IGAD, ECOWAS and SADCC. The study provided a critique of UNIFEM's partnerships with Regional Organizations in the context of its overall development strategy; constructive suggestions on how UNIFEM could enhance the relevance, effectiveness, and sustainability of its investments and how it could manage its partnerships differently in the future. The assignment also assisted UNIFEM in articulating its implicit theory of change.
- 2007 **Canadian Department of Foreign Affairs and International Trade (DFAIT)**
Team Leader for evaluating the overall success, cost-effectiveness and relevance of Canada's Global Peace and Security Fund (GPSF)

- 2007 **Canadian Department of Foreign Affairs and International Trade (DFAIT)**
Team Leader for conducting a formative evaluation of Canada's Global Peace and Security Fund (GPSF) support to Sudan
- 2007 **UNIFEM (now known as UN Women)**
Team Leader for evaluating UNIFEM's 2004-2007 Multi-Year Funding Framework (MYFF) and the systems used by UNIFEM to plan, manage, monitor for results at corporate, regional and sub-regional levels.
- 2006-09 **UK Department for International Development (DFID)**
Team Leader for monitoring the developmental and operational performance of the Heavily Indebted Poor Countries (HIPC) Capacity Building Programme (Phase IV) for a consortium of bilateral donor agencies including DFID, Irish Aid, CIDA, SECO.
- 2006 **Canadian International Development Agency**
Co-team leader for managing a review of how CIDA has managed its Human Rights, Democratization and Good Governance Policy and investments over a 10 year period
- 2004-09 **Canadian International Development Agency**
Team leader for monitoring CIDA's \$25 million Health Programme investments in Pakistan, including HIV and AIDS programs.
- 2003-04 **Canadian Department of Foreign Affairs and International Trade (DFAIT)**
Led an assignment assisting DFAIT (now known as Foreign Affairs Canada) in developing its capacities to monitor, audit and evaluate Canada's \$1 billion commitment to the Global Partnership Programme (GPP) a G-8 programme aimed at eliminating weapons of mass destruction
- 2002 **UNIFEM**
Assisted UNIFEM in assessing the strengths and weaknesses of its existing performance monitoring systems and in developing a performance management framework that it can use to monitor and assess its performance in realizing the objectives and results of its global strategy and business plan.
- 1996 **Canadian International Development Agency, Performance Review Division**
Assisted CIDA in testing and refining the Agency's Bilateral Performance Measurement Model which is now known as the *Results and Key Success factors Framework*
- 1995 **Rockefeller Foundation**
Assessed the feasibility of establishing a funding mechanism to support girl child education in Africa.
- 1992-95 **Canadian International Development Agency**
Monitored the Women's Economic Leadership Development Project in Thailand.

Selected Experience in Network and Organisational Assessments

- 2013- **Organisational Performance Consultant, Multilateral Organisation Performance Assessment Network (MOPAN)- UNHCR 2014**
The Common Approach to assessing Multilateral Organisation Effectiveness for MOPAN is a network of donors to multilateral institutions, including multilateral development banks, United Nations agencies and international humanitarian assistance organisations. The assessment is based on the data collected through an online survey with multilateral organisations' key stakeholders and on the review of key organisational documents (policies, strategies, evaluations, annual reports, etc.). The assessment looks at organisations' performance along five performance areas, i.e. results achievement, strategic management, operational management, relationship management, and knowledge management. In 2014, she will be responsible for assessing UNHCR and producing the MOPAN UNHCR institutional report.
- 2010 **CIDA(Partnerships with Canadians Branch)**
Team leader for the institutional assessment of ICASO, the International Coalition of Aids Service Organizations
- 2010 **CIDA(Partnerships with Canadians Branch)**
Team leader for the institutional assessment of the Mennonite Central Committee
- 2008 **CIDA(Africa Branch)**
Team leader for institutional assessments of Tanzania's National Environmental Management Council and the Division of Environment
- 2008 **Global Donor Platform for Rural Development**
Team leader for an institutional assessment of this network of international donors which includes the World Bank.
- 2006-07 **CIDA**
Team Leader for an institutional assessment of the Inter Governmental Authority on Development (IGAD)
- 2006 **International Fund for Agricultural Development (IFAD)**
Co-led the evaluation of the International Land Coalition. This included managing a team of experts in land reform, civil society strengthening, evaluation, and institutional assessment.
- 2005-06 **Sida and Canadian International Development Agency**
Leading the organisational evaluation of the African Medical Research Foundation (AMREF) in Kenya, Uganda and Tanzania. This included managing a team of health, institutional and evaluation experts.

Examples of Workshops in Evaluation and Results Based Management

- 2007 **Canadian International Development Agency:** Co-delivered a workshop on how to manage organisational assessments for CIDA managers of CIDA's regional Africa programs.
- 2006 **Nile Basin Initiative (and the World Bank):** Designed, and delivered two workshops in results-based management for NBI managers in Ethiopia in July and November 2006.
- 2000 **Canadian Evaluation Society:** Developed and delivered a session on Performance Measurement and Reporting at the 2000 conference in Montreal, QC.

Selected Publications, Awards and Presentations

Cooney, G. *Evaluating More for Less: Conducting Evaluations in Difficult Economic Times*. Presentation at the CES National Capital Commission Annual Learning Event 'Building Strong Foundations for Evaluation', Ottawa, November 23, 2010

Cooney, G., Buchanan, H. *Designing and Implementing Monitoring and Evaluation Systems: Two African Experiences*. Presentation at the CES National Capital Commission conference 'High Quality Evaluation', Ottawa, February 13, 2007

Anderson, G., Cooney, C., & Langevin, J. (2001). Canadian Support for Management Education Internationally: Lessons Learned. *Canadian and International Education*, Vol. 30, No. 2, pp. 1-34.

Cooney, G. *Assessing Organisational Capacity Development Results: Some Issues* presentation at the joint CES/AEA conference 'Crossing borders, crossing boundaries', Toronto, Oct. 26-29, 2005

Cooney, G., Lusthaus, C. *Capacity Building in Monitoring and Evaluation: Observations and Lessons from International Development Agencies* Presentation and Paper at the Canadian Evaluation Society Annual Conference May 14, 2004

Leadership Recognition Award, Canadian Evaluation Society National Capital Chapter 16th Annual Conference Leadership in Evaluation November 2003.

International Experience

In the last 30 years, Ms. Cooney's experience has included 60 field missions in Africa, 60 in Asia, two in the Middle East, 12 in Latin America and the Caribbean, and 25 in Europe. Ms Cooney also resided and worked in Botswana for two years (1981-83).

Angela Bester

Angela is a very experienced public sector specialist who has worked in the public sector for over 20 years in South Africa and in Australia. She led the Government Performance service offering in Deloitte Consulting from 2006 to 2011. Angela currently runs a small consulting business.

In addition to her consulting experience, Angela has an exemplary track record as a senior public sector manager. She served as Director-General of the Department of Social Development, Director-General of the Public Service Commission and Deputy Director-General of the Department of Land Affairs. Angela has been credited with making a significant contribution to the institutional development of these departments.

Angela brings an invaluable combination of experience from the public sector, the private sector and the development sector. Her competencies include:

- Leading and managing public sector organisations
- Strong strategic insights yet able to work at level of detail
- Ability to grapple with complex problems and develop solutions
- Excellent advisory skills in a broad range of government performance issues
- Technical skills in research, monitoring and evaluation

Education

University of Technology, Sydney, Australia
Master of Business Administration. Passed with Distinction. Awarded prize for Most Outstanding Woman MBA Graduate. (1993)

University of New South Wales, Australia
Master of Arts (Sociology). Passed with Distinction (1985)

University of Cape Town
Bachelor of Social Science (Honours) Passed First Class (1978)

Status with Firm

Associate

Languages

English (read, write, speak): Excellent
Afrikaans (read, speak): Moderate

Work History

2011 – Director, Communication Works
2006-2011 Director (Consulting), Deloitte & Touche (Southern Africa)

Contact

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Fax: (514) 485-3210
E-mail: universalia@universalia.com

Citizenship

South African

Professional Associations

- IDEAS (International Development Evaluation Society)
- SAMEA (South African Monitoring & Evaluation Association). Served as Board Member

2003-2006	Governance Adviser, UK Department for International Development (DFID), Southern Africa
1999-2002	Director-General, Department of Social Development (South Africa)
1997-1999	Director-General, Public Service Commission (South Africa)
1995-1997	Deputy Director-General, Department of Land Affairs (South Africa)
1980-1995	Various positions – last position was Manager, Planning & Research, New South Wales Government, Australia

Professional Experience

Summary of Evaluations and Reviews

Year	Client	Evaluation
2012 (current)	UNDP Evaluation Office, NY	Evaluation of Regional Programme for Africa (Principal Evaluator)
2012	German Development Cooperation (GIZ)	Evaluation of Public Service Reform Programme in South Africa (Team Member)
2012	United Nations Department of Economic and Social Affairs	Review of Results-Based Management in the United Nations development system
2011	United Nations Deputy Secretary-General	Evaluation of framework and capacity for independent system-wide evaluation in the United Nations (Team Member)
2011	UNDP Evaluation Office, New York	Assessment of Development Results, UNDP Nepal, 2002 to 2011 (Team Leader)
2009/2010	UNDP Evaluation Office, New York	Assessment of Development Results, UNDP Ghana, 2002 to 2010 (Team Leader)
2008	UN and Government of South Africa	Evaluation of the Role and contribution of the UN system in South Africa. Led the development theme of the evaluation.
2008	National Department of Social Development (South Africa)	Comprehensive research on good governance in the non-profit sector (Team Leader)
2008	KwaZulu-Natal Provincial Treasury, South Africa	Review of performance information of 15 government departments to assess the extent to which they meet the Auditor-General's requirements. (Team Leader)
2007	Department of Public Service & Administration (South Africa)	Evaluation of anti-corruption in local government (Team Leader)
2007	Department of Local Government & Traditional Affairs, KwaZulu-Natal, South Africa	Impact assessment of Project Consolidate (intervention to build capacity in local government) (Team Leader)
2006	Department of Public Service & Administration (South Africa)	Development of evaluation framework for assessing the impact of national anti-corruption initiatives

Year	Client	Evaluation
2006	DFID (Southern Africa)	Project Completion Review (Summative evaluation) of the Safety, Security and Access to Justice Programme
2006	DFID (Southern Africa)	Review of Access to Justice Programme (Lesotho)
2005	DFID (Southern Africa)	Review of local government programme
2005	DFID (Southern Africa)	Review of education programme
2004	DFID (Southern Africa)	Review of Southern Africa HIV&AIDS programme
2004	DFID (Southern Africa)	Review of labour intensive roads programme

Consultancy work with Government of South Africa

present	National Treasury Retained as Senior Technical Adviser in Governance and provide technical advice to various government departments on governance issues and monitoring and evaluation.
2011 to present	Department of Performance Monitoring & Evaluation Reviewed, refined and roll-out of Management Performance Assessment Tool for national and provincial departments. Drafted report for Cabinet.
2011-2012	Department of Cooperative Governance Team member providing technical advice and support to the department in establishing the Municipal Infrastructure Support Agency.
2009-2011	National Treasury Managed development of the business case for consolidation of technical assistance functions of the National Treasury into a Government Component (agency). Drafted substantial parts of the business case and transition plan. Business case has been presented to the Minister of Finance for approval. Drafted a guide for National Treasury on processes for establishing government components. The Guide will be used by National Treasury officials as well as other practitioners in the public sector.
2008-2010	City of Tshwane World Cup 2010 Project Deloitte formed part of a consortium providing Project Management Office to City of Tshwane Soccer World Cup 2010. Shared responsibility for managing consortium of three companies who ran the PMO for City of Tshwane. Main areas of my responsibility were finance, legal and quality assurance of reports, including the final close out report to the City and to the Organising Committee. The performance of City of Tshwane as host city for the Confederations Cup and World Cup was commented on positively by FIFA and the Organising Committee.
2009	Department of Labour Our brief was to develop a business case for the integration of occupational health functions of the Department of Labour, Compensation Fund, Department of Minerals and Energy and the Department of Health. Following completion of the As-Is-Analysis, the project was terminated as a result of change in government and government policy.
2008-2009	National Treasury Technical Assistance Unit Managed the business process mapping for transforming the Technical Assistance Unit to a trading entity. The project was completed successfully with the Unit becoming a trading entity in April 2009. This laid the foundation for the integration of the National Treasury's technical assistance functions into a single entity.

- 2008-2009 **Department of Minerals and Energy**
 Developed the business case for integrating the Mine Health & Safety Inspectorate and the Mining Safety Research Council to a single public entity.
- 2008-2009 **Department of Social Development**
 Conducted a national study on governance practices in non-profit organisations and an international benchmarking study covering over 20 countries in developed and developing economies. Developed a training manual for Good Governance in non-profit organisations and redrafted the Codes of Good Practice for Non-Profit Organisations.
- 2008 **City of Johannesburg Metropolitan Municipality**
 Compiled the Annual Performance Report for the City of Johannesburg for 2008/2009. This involved reviewing performance reports from all divisions, tabulating performance information against targets and drafting the appropriate text. The project was completed accurately and on time.
- 2008 **KwaZulu-Natal Department of Local Government & Traditional Affairs**
 Reviewed and consolidated the performance information of 30 municipalities in the province, to give the department a provincial overview of the performance of municipalities.
- 2007-2008 **Government of South Africa**
 Established and ran the Project Management Unit for the Social Security and Retirement Reform Project. This is a national government initiative involving the National Treasury, SARS, Department of Labour, Department of Social Development, UIF, Compensation Commission and SASSA. The project was completed successfully with all documents and project management tools handed to the National Treasury to enable it to run the PMO without further assistance.
- 2007-2008 **Department of Public Service & Administration: (several projects)**
- Conducted an evaluation study on anti-corruption in local government. The project involved surveying politicians, senior managers, municipal officials and citizens/users of services in three provinces covering 36 sites in 21 municipalities.
 - Research survey of corporate business perceptions and experiences of corruption. This was conducted jointly with another company. We were tasked to carry out a similar survey with small enterprises and informal traders.
 - Conducted researched, reviewed and revised the monitoring and evaluation framework for South Africa's National Anti-Corruption efforts. The work involved refining existing survey tools and developing new ones.
 - Researched and drafted a paper on individual and organisational performance management in the public service. The paper was used as South African government contribution to the India-Brazil-South Africa (IBSA) Tri-lateral partnership in public administration.
 - Conducted capacity assessment on OD practitioners and developed a guide for designing and managing organisation restructuring in the public service. We developed a comprehensive guide and toolkit that is available on the department's website.
- 2007-2008 **KwaZulu-Natal Department of Local Government and Traditional Affairs**
 Conducted an audit and impact assessment of Project Consolidate in 29 municipalities in the Province. This involved reviewing financial information, project files, site visits and interviews with community beneficiaries. A report was produced on each municipality as well as a consolidated report that was launched by the MEC for Local Government and Traditional Affairs at a large local government capacity building conference.

- 2008 **KwaZulu-Natal Provincial Treasury**
Conducted review of performance information of 15 government departments to assess the extent to which they meet the Auditor-General's requirements for performance information. The project was completed successfully and we were appointed to do the reviews for two further financial years.
- 2006-2007 **South African Social Security Agency**
Provided SASSA with support for operationalising its establishment, including the separation of district offices from provincial departments of social development, legal services support, financial management support and setting up a project management office.
- 2006-2008 **Government Printing Works**
Supported the Government Printing Works to develop a business case for corporatisation and becoming a public entity. This included comprehensive research, legislative drafting and financial costing.

Supported the GPW to prepare for corporatisation. This included reviewing all contracts, providing interim financial management support, assessing business processes, conducting capacity assessment and developing a migration plan. Decision was taken by government to establish a government agency as an interim arrangement rather than a fully corporatised public entity.

Experience with international development agencies

- 2012 **German Development Cooperation (GIZ)**
Team leader for supporting the Department of Performance Monitoring & Evaluation in the Presidency to develop management performance assessment tool and roll-out implementation at provincial level.
- 2012 **United Nations Country Team (South Africa)**
Prepared discussion paper on role and experiences of the United Nations in middle income countries. Paper served as input for preparation of the new UNDAF
- 2011 **United Nations Office of Deputy Secretary General (New York)**
Served as one of two member team appointed to conduct an independent review of system-wide evaluation in the UN. This involved interviewing heads of evaluation units in New York and Geneva, interviewing Member States, drafting reports and presentation at stakeholder workshops.
- 2011 **UNDP Evaluation Office (New York)**
Served as team leader for the UNDP independent evaluation of the Nepal Country Programme. This was a comprehensive review covering the period 2002 to 2011 and involved extensive field visits, desk top research and interviews. I was responsible for drafting the overall report and presenting to the UNDP, the Government of Nepal and other stakeholders.
- 2010-2011 **United Nations in South Africa**
Assisted the UN Country Team to develop a strategy for engagement in South Africa and to reposition itself in the country.
- 2010 **UNDP Evaluation Office (New York)**
Served as team leader for the UNDP independent evaluation of the Ghana Country Programme. This was a comprehensive review covering the period 2002 to 2010 and involved extensive field visits, desk top research and interviews. I was responsible for drafting the overall report and presenting to the UNDP, the Government of Ghana and other stakeholders.

- 2008 **United Nations Evaluation Group (New York)**
Member of a team of national and international experts appointed to conduct an independent evaluation of the role and contribution of the UN System to South Africa between 1994 and 2008. I led the development theme of the evaluation. The recommendations were adopted by the United Nations and the Government of South Africa.
- 2007-2008 **Department for International Development**
Programme management and procurement service for DFID's municipal transformation programme valued at £11 million.
- 2007-2009 **Royal Danish Government**
Procurement service provider for DANIDA's programme for supporting transformation of the Further Education Technical colleges in three provinces.
- 2006 **Department for International Development**
- Conducted an end-of-project review of DFID's Access to Justice Programme in South Africa.
 - Conducted an annual review of DFID's Access to Justice Programme in Lesotho.
- 2003-2006 **Department for International Development**
Served as Governance Adviser in DFID (Southern Africa). This included building and maintaining relationships with DFIDSA partners in government, civil society and other international donors; ensuring that key governance programmes achieve intended outputs and are delivered in accordance with aid effectiveness principles; leading the design of new programmes in the governance portfolio; and leading the annual reviews of programmes. Portfolio covered South Africa, Lesotho, Angola and SADC headquarters in Botswana. Served on DFID Task Force on HIV&AIDS.

Experience in the South African Public Service

- 1999-2002 **National Department of Social Development**
As Director-General I was responsible for management of Department with 300 officials to develop policies, legislation and programmes in the areas of social security, poverty reduction, HIV & AIDS, population policy and integrated development, transformation of the social development sector. Led comprehensive transformation of the Department to move it from welfare paradigm to social development paradigm. Major achievements include:
- Restructured the department to reflect new mandate and vision
 - Reformed financial management and administration to overcome under-expenditure problems
 - Changed many administration and management processes to enhance efficiency and effectiveness of department.
 - Introduced a new performance management system.
 - Introduced joint annual strategic planning with provincial counterparts to align national-provincial efforts
 - Repositioned the Department in the Social Sector cluster as a major player in development of social policy.

Important initiatives undertaken during tenure:

- Focused effort to scale up work on HIV & AIDS through establishing HIV & AIDS Directorate and a strengthening the Population & Development function of the department.
- Research and development in area of social security, culminating in Cabinet decision to establish a national social security agency.
- Established a Monitoring & Evaluation Directorate for social security.
- Planning the Ten Year Review of government performance

1997-1999 **Public Service Commission**

Served as Director-General. Accountable to the Chairperson of the Public Service Commission and the Minister of Public Service and Administration for overall management of the Office of the Public Service Commission (100 officials). Work included dealing with appeals and grievances from public servants; and investigations into efficiency and effectiveness of government departments.

Important initiatives during my tenure:

- Rationalisation of 10 offices of Public Service Commissions to transition to the new Constitutional mandate.
- Started programme of research and evaluation on important public sector issues
- Advisory work on restructuring machinery of government

1995-1997 **Department of Land Affairs**

Served as Deputy Director-General: Land Reform Implementation. Established and managed the Land Reform Implementation Branch, with 9 provincial offices and about 120 officials.

- Introduced systems and procedures for implementing land reform programmes. These included planning processes, budgetary process and reporting on performance.
- Strengthened fledgling Monitoring & Evaluation Directorate to provide evidence base for evolving land reform policy.
- Mentored and coached managers and officials recruited from the non-governmental sector, to operate effectively within the public service environment.
- Chaired Departmental Transformation Committee responsible for driving major transformation programme across the Department.

Experience in the NSW Australian Public Service

1993-1995 **NSW Building Services Corporation (Sydney, Australia)**

Served as Manager (Policy, Planning and Research). Assisted the CEO to design and implement reforms to the Corporation. Worked on issues including privatisation of insurance in the residential building industry, reforming dispute resolution system, reforming licensing system; and restructuring of the Corporation. Managed a small task force providing the Corporation with special services in research, evaluation, planning and project management.

1990-1993 **NSW Premier's Department (Sydney, Australia)**
Served as Senior Consultant in the Office of Public Management. Conducted organisation and strategic reviews of government departments at request of Premier, Ministers and Chief Executive Officers. Major reviews included the NSW Police Service and the National Parks & Wildlife Service. Also provided advisory service to government departments in strategic planning and programme evaluation. Prepared performance information on government departments for Premier's Annual Review of Ministers' performance.

1980-1990 **Other positions in the NSW Public Service**

- Department of Attorney General & Justice: Management Policy Officer
- Bureau of Crime Statistics & Research: Executive Officer
- Legal Aid Commission: Referrals Officer

Other Training

- Gordon Institute of Business Science, University of Pretoria Executive Development Programme (2007)
- Kennedy School of Government, Harvard University Short course in Leading Government Performance (2008)

Publications

Angela Bester, "Monitoring and Evaluation: A tool for public sector excellence" published in Public Sector Excellence, South Africa 2010 Report, under auspices of the Brand Leadership Academy.

Oscar Garcia and Angela Bester, "Joint Evaluation of the Role and Contribution of the UN System in South Africa: Lessons Learned" in: "From policies to results: Developing capacities for country monitoring and evaluation systems", UNICEF, 2010.

Angela Bester, "Evaluation of public policies in South Africa: Governance, Independence and Credibility" in Proceedings from the International Conference on National Evaluation Capacities, 15-17 December 2009, Casablanca, Kingdom of Morocco, UNDP, 2011.

Terry Smutylo

NAME OF STAFF	Terry Smutylo
NATIONALITY	Canadian

KEY QUALIFICATIONS

Terry Smutylo is a senior evaluator with over 30 years of expertise in evaluation methodologies, instrumentation development, participatory, program and strategic evaluation and institutional assessment. Terry has extensive experience in leading the evaluation function with a major international research institution (the International Development Research Centre (IDRC) where he served as Director from 1992 until 2005. He also has several decades of experience in evaluating the performance and capacities of research institutions, networks of research institutions and their programs around the world. Mr. Smutylo currently provides Special Advisory services to IDRC, serves as a faculty member of Carleton University’s International Program for Development Evaluation Training (IPDET), and works as an independent evaluation specialist with international development organizations. Mr. Smutylo has conducted evaluations, provided training and facilitated organizational development with civil, governmental, national and international organizations, in Canada, America, Europe, Asia, Africa and Latin America.

EDUCATION

1974 Master of Arts, University of Ghana
 1969 Bachelor of Arts, University of Toronto

MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS

Canadian Evaluation Society
 American Evaluation Association
 European Evaluation Society

LANGUAGES

	Speaking	Reading	Writing
English	Fluent	Fluent	Fluent
French	Fluent	Fluent	Fluent
Spanish	Basic	Basic	Basic

WORK HISTORY

Work undertaken that best illustrates capability to handle the tasks assigned

<p>2005 -</p>	<p>Evaluation Specialist</p> <p>Conducted multi-day training workshops, in monitoring and evaluation, Outcome Mapping and group facilitation, for researchers and program managers at IDRC, Consultative Group on International Agricultural Research (CGIAR) research centers, the Overseas Development Institute (UK), MDF Training & Consulting (Netherlands), various UN agencies, the Thai Health Promotion Foundation, NGOs in Asia and Africa and the University of Guelph (Canada).</p> <p>Developed and delivering the training course, "Positioning Evaluation in Your Organization", for the World Bank - Carleton University International Program for Development Evaluation Training (IPDET)</p> <p>Providing advice and technical support in planning, monitoring and evaluation to international research centers: International Plant Genetic Resources Institute (IPGRI), International Livestock Research Institute (ILRI), Centro Internacional de la Papa (CIP), International Centre for Tropical Agriculture (CIAT), World Agroforestry Centre (ICRAF); and to programs of the Consultative Group on International Agricultural Research (CGIAR): Institutional Learning and Change (ILAC), ICT-KM, IWMI, Gender and Diversity, and the African Women in Agricultural Research and Development; and to the European Centre for Conflict Prevention, Research ICT Africa (RIA), the International Centre for Transitional Justice and the Child Protection Partnership and the International Institute for Child Rights and Development.</p>
<p>2004-2005</p>	<p>Special Advisor, Evaluation Unit, International Development Research Centre (IDRC)</p> <p>Conducted a study of IDRC-supported research networks, identifying ways to improve network effectiveness and developing and testing a framework for network planning, monitoring and evaluation.</p> <p>Conducted Outcome Mapping Workshops for classes and program teams at; University of Hawaii, United Nations Economic Commission for Africa, International Plant Genetic Resources Institute, Engineers Without Borders; Resource Centre on Urban Agriculture and Forestry; Vancouver Coastal Health Authority; Carleton University; CODE; and VSO.</p>
<p>1992-2004</p>	<p>Director, Evaluation Unit, International Development Research Centre (IDRC)</p> <p>Designed, implemented and maintained a comprehensive and adaptive evaluation system in IDRC;</p> <p>Established a viable, vibrant evaluation culture throughout the organization;</p> <p>Led teams which developed internationally recognized planning, monitoring and evaluation methodologies: Organizational Self-Assessment; Peace and Conflict Impact Assessment (PCIA); and Outcome Mapping;</p> <p>Supervised and conducted evaluations of project, program, organizational, regional and country level performance;</p> <p>Advised program teams, senior management, Board of Governors and partner agencies regarding managing and reporting on corporate performance;</p> <p>Through training, demonstration, and incentives, strengthened the quality and quantity of performance management capacity in IDRC and its partners.</p>

Work undertaken that best illustrates capability to handle the tasks assigned

1982-1992	<p>Senior Planning Officer, Office of Planning and Evaluation, International Development Research Centre (IDRC)</p> <p>Provided technical support and advice to program staff and partner institutions on research planning and evaluation methods;</p> <p>Initiated and coordinated collaborative evaluation studies with other research funding organizations (SAREC, ISNAR, CIDA, Ford Foundation);</p> <p>Conducted use-focused evaluations of IDRC-funded research projects and programs;</p> <p>Researched and wrote policy papers for senior management and Board discussions and decisions;</p> <p>Supervised policy and planning staff, consultants, summer students & interns;</p> <p>Created and maintained systems for storing and accessing evaluation findings;</p> <p>Coordinated external reviews of programs and missions to assess performance and capacities of partner institutions;</p> <p>Liaised with Office of the Auditor General, DFAIT, Treasury Board and other Canadian Government Departments.</p>
prior to 1982	<p>Prior to July 1982, Terry worked: as a Senior Program Officer in transportation policy and regulation; as a Research Officer in transportation and communication policy and planning; and as a Researcher in health and adolescent growth studies.</p>

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