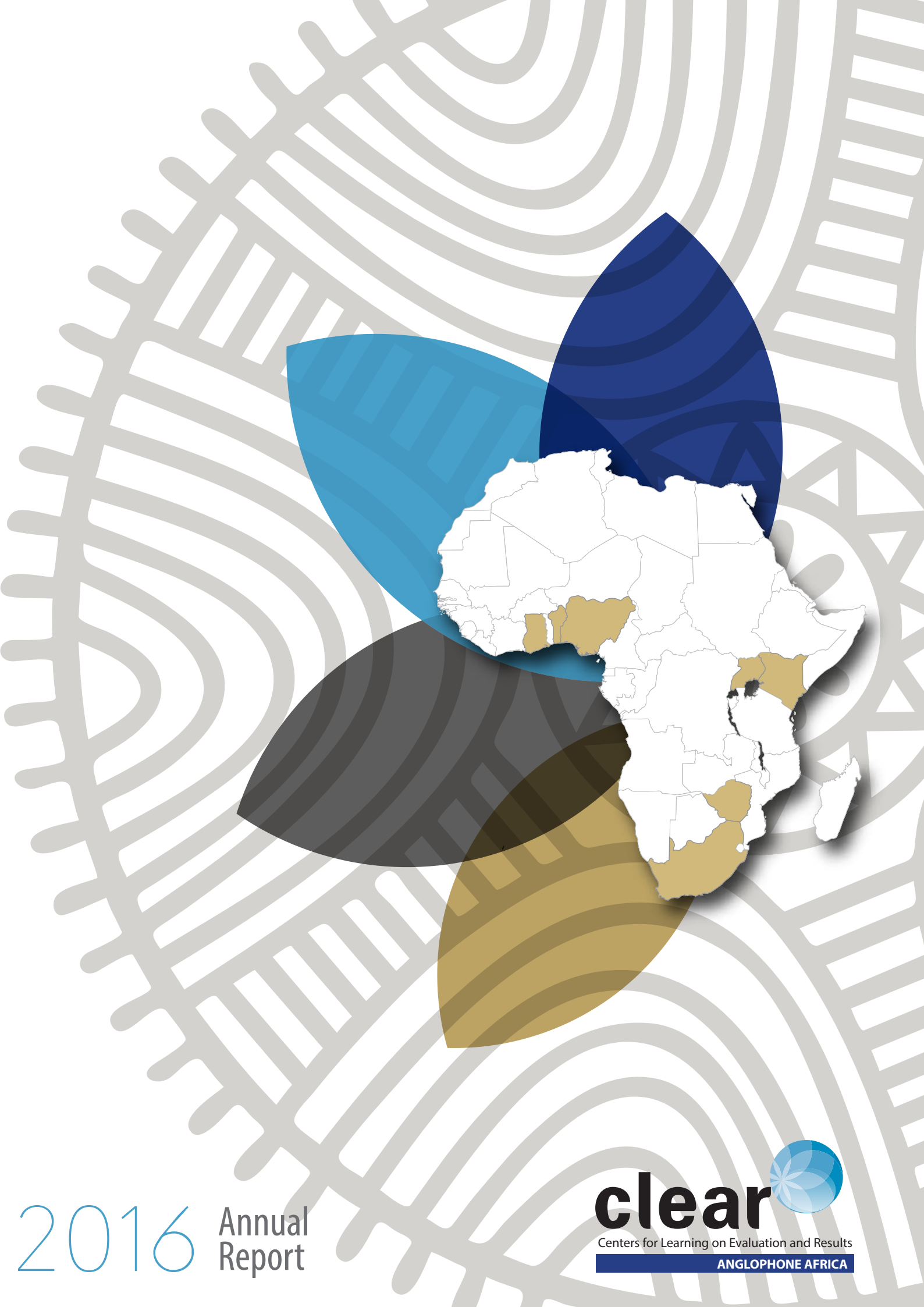




2016 Annual Report

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Glossary of acronyms

ABC	Activity Based Costing
AEJ	African Evaluation Journal
AEN	African Evaluation Network
AfDB	African Development Bank
AfrEA	African Evaluation Association
APNODE	African Parliamentarians Network of Development Evaluation
AGDEN	African Gender and Development Evaluators Network
CDI	Centre for Development Innovation
CLEAR	Centre for Learning and Evaluation
CLEAR-AA	Centre for Learning and Evaluation-Anglophone Africa
CLM	(Faculty of) Commerce, Law and Management
CLTD	Centre for Learning Teaching and Development
CoJ	City of Johannesburg
COP	Community of Practice
CREST	Centre for Research on Evaluation, Science & Technology
Dfid	Department for International Development
DPME	Department of Planning Monitoring and Evaluation
DST-NRF	Department of Science and Technology – National Research Foundation
ECD	Evaluation Capacity Development
EDP	Enterprise Development Programme
EMA	Evaluation Methods in Africa
ETDP	Education, Training and Development Programme
GIMPA	Ghana Institute of Management and Public Administration
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEI	Higher Education Institution
IEG	Independent Evaluation Group
IFAD	International Fund for Agriculture Development
IPDET	International Programme for Development Evaluation Training
KSG	Kenya School of Government
LeaP	Learning from Performance
M&E	Monitoring and Evaluation
MED	Monitoring and Evaluation Department
MDTF	Multi Donor Trust Fund
MOOC	Massive Open Online Courses
NEA	Nigerian Evaluation Association
NES	National Evaluation Systems
NGO	Non-governmental Organisation
PASGR	Partnership for African Social and Governance Research
REAL	Researching Education and Labour
RAC	Regional Advisory Committee
RBM	Results Based Management
SAMEA	South African Monitoring and Evaluation Association
SDG	Sustainable Development Goals
SEP	Strengthening Evaluation Practice
SETA	Sector Education and Training Authority
SLO	Strengthening Oversight of African Legislatures
TEI	The Evaluation Institute
TETA	Transport Education and Training Authority
UTAMU	Uganda Technology and Management University
VOPE	Voluntary Organisation for Professional Evaluation
Wits	University of Witwatersrand
WBS	Wits Business School
WE	Wits Enterprise
WSG	Wits School of Governance



Professor Imraan Valodia

Foreword

It is my pleasure to present this seminal Annual Report of the Centre for Learning and Evaluation-Anglophone Africa (CLEAR-AA) for the period 01 January to 31 December 2016.

This report is not only a first for CLEAR-AA but it provides some meaningful insights on what works, how and in what context. Furthermore, the report outlines a year spent bedding down systems as well as strategically planning and preparing to mature the organisation and migrate CLEAR-AA to become a centre within the CLM (Commerce, Law and Management) faculty.

The annual report skillfully narrates the key deliverables consistent with the overarching CLEAR Global Theory of Change and aligned to the CLEAR-AA Theory of Change. The organisation implemented a host of activities during the year to contribute towards the achievement of its wider outcomes: "to increase a cohort of African evaluation scholars, increase the use of evidence in decision-making to embed and to enhance the culture(s) of and use of evaluation in Anglophone Africa."

The work of CLEAR-AA is reflected through its 4 core strategic Business Lines:

- Strengthening legislative oversight;
- Strengthening evaluation practice;
- Strengthened national and sub-national evaluation systems; and
- Evaluation methods in Africa.

As part of the holistic positioning of CLEAR-AA within Wits (University of Witwatersrand), I commissioned a review of the organisation, comprising an esteemed panel of experts¹. The resulting report recommended that CLEAR-AA should be recognised as a centre within the CLM faculty given its contribution to the university's strategic objectives. In particular, the objectives of building of collaborative curricula with other HEIs (Higher Education Institutes) across the continent in M&E (Monitoring and Evaluation), a cutting edge research agenda stemming from its capacity building service within the Anglophone region and fostering deeper partnerships with other centres.

During 2016, some key milestones I would like to cite relate to the degree to which CLEAR-AA has begun to widen its footprint within the university through collaboration. The centre's recognition in helping to bring evaluation into the building of impact investing has opened up a pathway for teaching in the Business School within the Chair of African Philanthropy's Master's Programme, set to commence in 2018. In terms of evaluations, CLEAR-AA is working with the Researching Education and Labour (REAL) Centre in carrying out an impact assessment of the Education, Training and Development Programme (ETDP).

Furthermore, in partnership with the Centre for Learning Training and Development (CLTD), CLEAR-AA hosted a MOOC (Massive Open Online Courses) on Results Based Management (RBM), boasting the highest number of online students – over 8000, from across the globe registered for a Wits course thus far.

In addition to these substantive achievements, from an operational perspective, CLEAR-AA managed to employ its full staff complement. Key operational support functions were put in place to bed down operations, such as the development of a sustainability framework, and developing a research agenda and deeper operational planning. In addition, CLEAR-AA has also built a pipeline of clients willing to pay for CLEAR-AA services.

The seed funding provided to CLEAR-AA by the Multi Donor Trust fund (MDTF) enabled it to grow and deepen the breadth and scope of its work and, in so doing, CLEAR-AA now has the foundations for becoming the "go-to" M&E specialist centre within the university. This will undoubtedly serve to locate CLEAR-AA within the broader Wits Vision 2022 strategic framework; "...that lays the foundation for a Wits that is a leader in RESEARCH, TEACHING and INNOVATION internationally in a number of key priority fields of global importance, but without negating our strategic role as leader in a local and regional context".

South Africa's first democratically elected president, Mr Nelson Mandela, once remarked that, "An educated, enlightened & informed population is one of the surest ways of promoting the health of a democracy."

How apt then that the role of CLEAR-AA is to provide a critical capacity building service in monitoring and evaluation that will not only build a cohort of African scholars, but to provide information and evidence that will inform public policy, thereby deepening democracy.

This Annual Report focuses on the work that CLEAR-AA has undertaken during the year under review; a year of bedding down and streamlining systems. This would not have been possible without the advice, support and dedication of many people including the members of the Regional Advisory Committee; the management and employees of CLEAR-AA; its Director, Dr Laila Smith and our ever-important donors, strategic partners and stakeholders.

I am grateful for the energy and vision you have poured into journeying with CLEAR-AA thus far. I anticipate an exciting road ahead as we grow from strength to strength while we develop the science and discourse to strengthen innovative, relevant and appropriate M&E methods and approaches in Anglophone Africa.



Professor Imraan Valodia

Chairperson of the CLEAR-AA Advisory Board & Dean: Commerce Law and Management Faculty

⁽¹⁾ Prof Helder Marques, chair of the panel and Dean of the Faculty of Science; Caroline Digby, Adjunct Professor and Director of the Centre for Sustainability in Mining and Industry; Ebrahim Momoniat, Professor and Deputy Director of the DST-NRF (Department of Science and Technology – National Research Foundation) Centre of Excellence in Mathematical and Statistical Sciences; and Stephen Yeo, an external member of the panel.



Dr Laila Smith, Director

Director's report

Background

The Centre for Learning on Evaluation and Results (CLEAR) is a global, multilateral partnership that aims to strengthen the capacity of developing countries to focus on results and evidence-based decision-making. The initiative was established in 2010 to lead sustained and innovative monitoring and evaluation (M&E) and performance management capacity-building in partner countries through a network of regional academic institutions.

Phased approach

The first phase completed by CLEAR-AA was to move from proof of concept to start-up (2011-2014). During the work programme, we expanded into the region and consolidated our relationship with our host institution, the School of Governance at the University of the Witwatersrand.

In the second phase (2015-2017), with context as the focal point, CLEAR-AA has and is exploring what works and why – in order to respond to the demand for evaluation capacity development in Africa and build the capacity to supply this varied demand in a manner that can go to scale.

Methodology

We have juxtaposed the tools and methods of global evaluation practice, the experiences of our sister centres, and best practice that has emerged from the Independent Evaluation Group (IEG) that informs support to regional centres through the CLEAR global secretariat. CLEAR-AA has harnessed this global and regional wisdom into four result areas that speak to:

- Stronger and deeper knowledge networks disseminating good practice on the use of M&E (Supporting an enabling environment for embedding evaluation systems).
- Enhanced capacity and professionalisation of evaluation expertise across Anglophone Africa; (Establishing strong individual capabilities for evaluation).
- Greater number of institutions motivated to use M&E approaches (Strengthening institutional capacities for facilitating, resourcing, delivering and using evaluations).
- Enhanced body of knowledge using evaluation in public policy and decision-making in Africa. (Working on the interlinkages of the above three areas to produce the latter).

Given the alignment of these result areas with the four key dimensions of EvalAgenda 2020² (mentioned in brackets previously), CLEAR-AA is poised to support the delivery of this important and ambitious vision on the African continent.

In 2015, CLEAR-AA began engaging with various continental stakeholders on the value of resurrecting the Evaluations Made in Africa agenda, which is core to transforming the evaluation studies curriculum and grooming local wisdom to deliver this body of knowledge. Over the course of 2016 we worked hard to determine how CLEAR-AA staff could have an influence at a systems level, across the continent.

The thematic areas that emerged allow CLEAR-AA to build a body of knowledge that integrates contextual narratives into key practices outlined in our Theory of Change and explored in more depth later in this report.

Our vision: To develop and promote the use of evaluation in evidence-based policy-making to accelerate equitable development across Anglophone Africa.

Our mission: To drive indigenisation and innovation in the field of evaluation based on a strong foundation of local context, and a learning-through-practice approach. We work at system, organisation and individual levels to support evaluation across the region by strengthening the evaluation supply chain. We draw on global and regional best practice, and generate knowledge that contributes to a community of scholars and practitioners.

We look for locally led solutions to development challenges within complex organisations that are striving to use evidence to strengthen their performance, which in turn enhances transparency and accountability. CLEAR-AA works with iterative and emergent knowledge systems to bring about learning that can be transferred to our partners and adapted by them. CLEAR-AA acts as an innovation intermediary to remedy incongruities and fill gaps in the M&E supply chain by developing a sophisticated market for evaluation, with the aim of improving governance.

Our four areas of innovation intermediation are:

- Support for the articulation of demand;
- Network brokerage;
- Build the quality and quantity of supply; and
- Promote initiatives for contextually relevant, high-quality, inventive evaluation practices.

CLEAR-AA's unique differentiator

Although there are many organisations that build evaluation capacity, we also provide technical assistance to projects aligned with our priority thematic areas of work. These are:

- To share and disseminate practical knowledge and experience and to promote peer-to-peer learning through communities of practice (COP) and regional professional associations.
- To generate knowledge and conduct research-learning through reflexive practice in the field of evaluation.
- To conduct evaluations that have significant potential for learning on indigenous methods.
- To support development of evaluation capacity through education and training, advisory services, mentoring and coaching through our emerging evaluator programme.

A critical consideration for the Advisory Board was to start a conversation on the organisation's sustainability beyond the Multi Donor Trust Fund (MDTF), which terminates in 2021. Whilst it is the intention of the Advisory Board to support the sustainability of the organisation from a strategic perspective, it is clear that a hybrid model will always be required - comprising self-funded, paying clients, anchor donor support to drive innovations and operations, as well as, the public good function inherent in the mandate of CLEAR-AA.

To this end, CLEAR-AA will drive a fundraising strategy in 2017 to expand and diversify its income streams. A key exercise that will drive this strategy is undertaking an Activity Based Costing (ABC) exercise to determine an appropriate costing model for CLEAR-AA and to better understand its direct costs as an organisation.

I would like to take this opportunity to express a sincere vote of thanks for the strategic direction, advice and mentorship provided by the Regional Advisory Committee (RAC) of CLEAR-AA under the wise guidance of the Chairperson, Professor Imraan Valodia.

Furthermore, I could not have achieved the successes over such a short period of time without the competent and capable team with whom I work. I am forever indebted to them all.

"Never doubt that a small group of thoughtful, committed people can change the world. Indeed. It is the only thing that ever has." Margaret Mead



Dr Laila Smith, Director

(2) EvalPartners Global Evaluation Agenda 2016–2020, 'EvalAgenda2020'



Executive summary

2016 Highlights

- Completion of the CLEAR-AA Organogram
- Completion of the CLEAR-AA Theory of Change
- Completed Results Framework aligned to CLEAR Global
- Business plan for the period 2018-22 (first draft submitted to the World Bank)

CLEAR-AA participated in the following workshops, activities and projects:

- Completed diagnostic with the City of Johannesburg (CoJ): "Seeing through Complexity: Establishing a monitoring & evaluation Communities of Practice in the City of Johannesburg"
- Launch of the Introductory course in Monitoring and Evaluation through Massive Open Online Courses on edX, an online learning platform on October 5, with over 8000 learners completing the course
- Successful completion of the Twende Mbele foundational phase (January to June) and start-up of the full three-year programme (September 2016)
- Coordination of a special issue on Methods for the African Evaluation Journal, including peer review and submission of 12 papers from across the continent
- Participation and facilitation of training in several African Evaluation Weeks, in Kenya, Uganda and Benin
- CLEAR-AA was invited to present at the Impact Convergence gathering (American Evaluation Association in Atlanta) on impact investing. All of this culminated in visibility of CLEAR-AA within Africa and beyond
- Enhanced internal systems by developing the 2017

results log frame detailing at activity and budget level

- Completed the 5-year CLEAR-AA Strategic and Business Plan for 2018-2022
- Independent Evaluation conducted on CLEAR-AA which has provided strong recommendations to support CLEAR-AA's Institutional Sustainability
- Finalisation of the partnership agreement with the Ghana Institute of Management and Public Administration (GIMPA) to commence in 2017, thus laying the groundwork for CLEAR-AA's work to expand to Ghana
- Concluded a first writeshop with CLEAR-AA staff, facilitated by Dr Kambidima Wotela and Professor Susan van Zyl (from Wits University)

2016 Challenges

- Closure of the university due to the #Feesmustfall campaign impacted negatively on the CLEAR-AA work programme as well as the cost implications of needing to rent alternate venues for training that had been scheduled
- Ability to codify the knowledge from the operational work CLEAR-AA is doing into internal learning that can improve the centre's practice
- Developing the organisational structure to ease the translation of the centre's applied research into academic research
- Operationally, three challenges are primary:
 - Appropriate space for the rapidly growing team
 - Capacity to capture institutional memory remains limited, creating organisational vulnerability when senior staff move on
 - Bedding down quality assurance systems that are pragmatic.

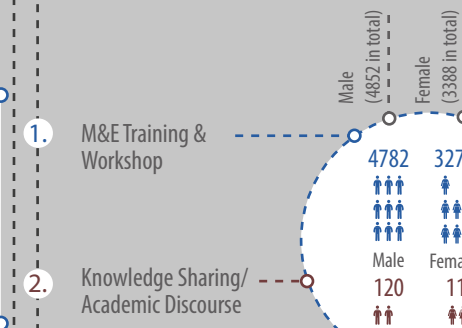
CLEAR-AA FY16 GLOBAL OUTPUT DATA



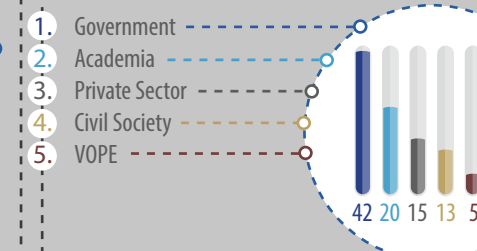
ACTIVITIES



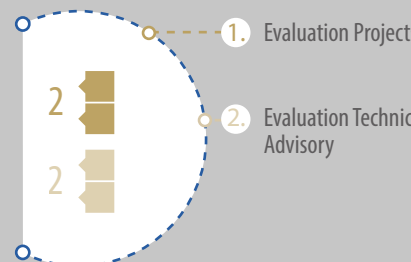
TOTAL PARTICIPATION



M&E ACTIVITY BY STAKEHOLDER TYPE



CLEAR-AA TECHNICAL ASSISTANCE



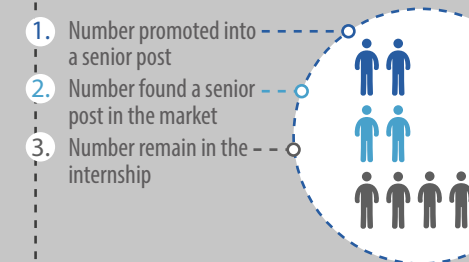
QUALITY AND USEFULNESS OF TRAINING (Participant rating)



KNOWLEDGE CREATION (Number of Knowledge products)



M&E PROFESSIONAL DEVELOPMENT (Number of Emerging professionals)



REGIONAL PARTNERSHIPS DEVELOPED



COUNTRIES BENEFITING FROM CLEAR-AA ACTIVITIES





Governance

CLEAR-AA governance is structured at various levels. As CLEAR-AA is part of a broader network of six regional Centres, the overall network is managed by the CLEAR Global secretariat, hosted by the World Bank's IEG.

A CLEAR Global Board is composed of CLEAR centre directors and financial supporters to the programme, which include multilateral development banks (Asian Development Bank, African Development Bank, Inter-American Development Bank, World Bank), the Rockefeller Foundation, and bilateral donors (Australia, Belgium, Sweden, Switzerland, United Kingdom). The board provides strategic guidance and oversight to the work of the Secretariat, which supports the centres.

CLEAR-AA has its own Regional Advisory Committee (RAC), which has been operational since May 2015. The RAC provides strategic advice on how to strengthen and expand CLEAR programming beyond South Africa into the African region. The board members are Professor Imraan Valodia, Dr Ian Goldman, Professor Caroline Digby, Dr Sulley Gariba, Professor Stephen Tollman, Sukai-Prom Jackson and Dr Albert Byamugisha and Dr Laila Smith³. These board meetings are bi-annual.

Operational accountability for CLEAR-AA has been through its participation in the Wits, School of Governance Management Committee⁴ which meets on a monthly basis.

FROM SCHOOL OF GOVERNANCE TO FACULTY OF COMMERCE, LAW AND MANAGEMENT

In 2017, CLEAR-AA will move from being hosted by the School of Governance to becoming a centre in its own right within the Faculty of Commerce, Law and Management at the University of the Witwatersrand. The faculty has a range of incentives to encourage individual and collaborative research excellence among its academic staff and five schools, and a new faculty research office that provides specialist research management and support to develop capacity as part of the CLM research strategy.



Business approach & strategy

From Meso to Macro

CLEAR-AA develops knowledge resources and training and mentoring programmes for individuals. We influence the demand for evaluation services and requests for capacity-building through a variety of programmes and services for the private and public sectors, civil society and higher education institutions.

The aim of increasing our reach in Africa is to strengthen the ability of higher education and training institutions to build local capacity while providing high quality and relevant capacity development products and services in M&E.

The CLEAR-AA approach generates innovative and internationally benchmarked M&E, knowledge and approaches to capacity development to benefit communities of practice in M&E. Topics are based on the demands and interests of country and regional partners, other CLEAR centres and their stakeholders.

Problem statement

Policy-making and programme development processes in Anglophone Africa are not sufficiently evidence-based. As a result, programmes across the region are not achieving the anticipated developmental outcomes from state, civil society and private sector investments – the key stakeholders that shape development in Africa.

Stakeholders often lack evidence that can help them be effective in responding to this increased demand for accountability and meeting the needs of the majority of its citizens.

M&E is a tool that can assist governments to become more effective at learning for improvement and responding to accountability demands of the population by producing evidence on contextually relevant challenges.

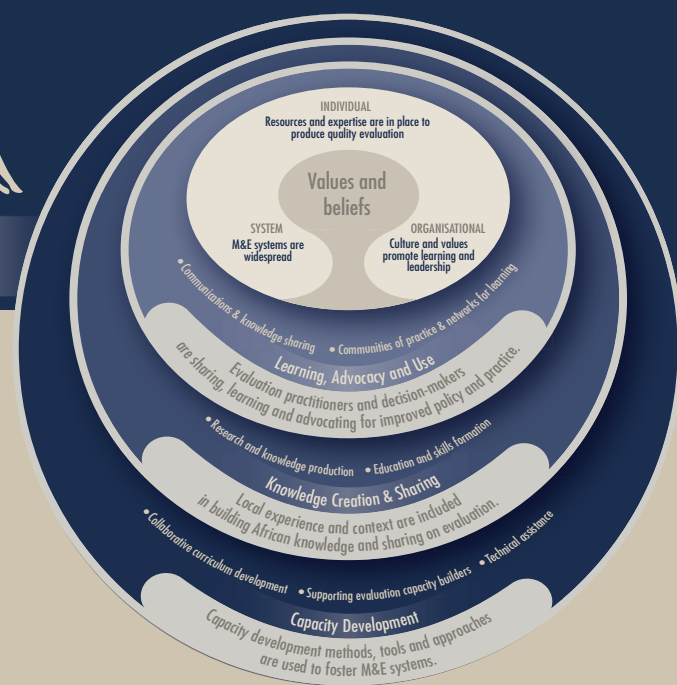
However, many Anglophone African governments, civil society actors or private sector investors are not engaging in M&E that supports effective responses to citizens' demands. This is partially related to the democracy deficits on the continent. If effectively utilised, M&E is a tool that can help deepen democracy.

CLEAR-AA seeks to contribute to developing capacity individually, organisationally and in society (otherwise called the enabling environment) for a culture of learning to improve decision-making around key development interventions.

CLEAR-AA contributes to the understanding of other causes of ineffective decision-making, such as weaknesses in the capability of state institutions or external interest groups pushing their own development agenda.

(3) Professor Imraan Valodia - Dean: CLM Faculty Wits University, Dr Ian Goldman- DPME: DDG M&E Department of Planning, Professor Caroline Digby - Director: CSMI at WITS, Dr Sulley Gariba - Ghanaian High Commissioner to Canada, Professor Stephen Tollman- Director: MRC/Wits Rural Public Health & Health Transitions Research Unit, Sukai-Prom Jackson- Head of the Joint Inspection Unit, UN, Dr Albert Byamugisha - Commissioner & Head of Department: M&E Uganda Office of the Prime Minister, Dr Laila Smith - Director: CLEAR-AA.

(4) As of 2017, when CLEAR-AA becomes an independent Centre within the CLM faculty, it will have its own Manco to provide operational oversight.



IMPACT STATEMENTS

Clear Global

- Monitoring and evaluation information is increasingly used to make policy and programme decisions.

CLEAR-Anglophone Africa

- Better policies and programmes for accelerated and equitable development in Africa.

Figure 1: CLEAR-AA's Theory of Change (TOC)

CLEAR-AA's Intervention Logic

CLEAR-AA's intervention logic is to influence values and belief systems that are core to what incentivises people and organisations in using evidence for improved decision-making. In order to contribute to this wider, longer-term change we need to intervene at three different levels. First, if we put adequate skills and resources for M&E in place we can influence individual behaviour. Second, if we intervene at an organisational level to encourage a culture of learning and leadership in the use of evaluation in key countries in the region we believe this can make a contribution to improved decision-making drawing on relevant evidence. Third, we intervene at a systems level to create an enabling policy environment to support individual and organisational good practice in M&E. This can facilitate improved decision-making in programme development as well as deepen democracy through strengthening downward accountability mechanisms. These interventions act in confluence with one another and are neither linear nor sequential but are fluid, based on the specific local contexts in which CLEAR-AA is engaged.

Assumptions underpinning CLEAR-AA's TOC include:

1. CLEAR-AA's ability to influence our member countries to improve decision-making.
To address this, CLEAR needs to ensure it builds the relationships with key stakeholders that influence decision-making in the countries it is focusing on. Strengthening its facilitator role for key interventions is essential to strengthening CLEAR-AA influence.
2. For CLEAR-AA to be able to chart new paths through innovations in evaluation techniques, it has to have the reach and credibility to be recognised as a knowledge broker.

To address this, CLEAR-AA needs to ensure sufficient time and resources for research so as to buttress its knowledge broker role with new sources of evidence.

3. The ambitiousness of the CLEAR-AA's TOC is premised on an ability to measure the impact and quality of its work.

To address this, CLEAR-AA has put in place key performance indicators for the organisation as a whole. CLEAR's quality assurance processes need to ensure regular input from its stakeholders to form part of the assessment of CLEAR's impact and quality of work.

4. That individual evaluation practitioners recognise the need for life-long learning in the evaluation domain.

To address this, CLEAR will develop an array of tools that are useful for different stages of evolution in the evaluation domain.

5. For CLEAR-AA to be able to develop a much broader supply of African M&E specialists, there is a willingness amongst the relevant stakeholders to entrench M&E as a profession.

To address this, CLEAR-AA will put in place a triple helix model that brings greater cooperation amongst government M&E units, Higher Education Institutions (HEIs) and Voluntary Organisations for Professional Evaluators (VOPEs) to chart a pathway for the core competencies required to entrench a profession in evaluation.

CLEAR-AA has identified four business lines which drive our agenda forward. Each programme has its own articulated theory of change that contributes to CLEAR-AA's overall theory of change. Within the organisation, each business line is driven by a manager with content knowledge in the area. New programmes may emerge over time and others may wane based on the relevance of the work to respond to the evaluation context in Anglophone Africa, and our evolving understanding of it.

CLEAR-AA Business Lines

The business lines have been developed on the basis of CLEAR-AA's understanding of the opportunities for evaluation to contribute to stronger policy making. The following have been identified:

- Areas that consider the demand of evaluation, through building national evaluation systems and strengthening legislative oversight
- Areas that consider the supply of evaluators, including our work to expand professional evaluation expertise
- Areas that facilitate an enabling environment for accountability and evidence-based policy making, including civil society engagement
- Areas that have considerable scope for innovation by testing new methods and approaches, including working in technical sectors for collaborative evaluation tools development, and
- Exploring accountability mechanisms in the private sector by expanding M&E practice.

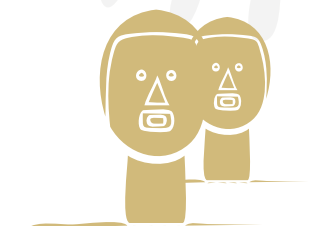
STRENGTHENING OVERSIGHT OF AFRICAN LEGISLATURES



STRENGTHENING NATIONAL AND SUB-NATIONAL EVALUATION SYSTEMS



STRENGTHENING EVALUATION PRACTICE



EVALUATION METHODS IN AFRICA



STRENGTHENING OVERSIGHT OF AFRICAN LEGISLATURES



This business line seeks to improve the effectiveness of African parliamentary oversight by developing the capacity of parliamentary committees, researchers and strategic management units within national and provincial legislatures to prioritise, select, interpret and make sound judgement using M&E data that is made available to them. The aim is to empower African parliamentarians to drive the establishment of enabling environments for M&E systems. Legislatures with their workforce of democratically elected members represent one of the central pillars of democratic processes; they play a crucial role in driving and sustaining equitable development within African democratic states. CLEAR-AA's parliamentary programme supports this crucial process through building capacity of parliamentarians to use M&E as an oversight tool, strengthening legislatures' capacity to monitor their own performance, developing and sharing best practice on M&E capacity building work within legislatures in the region.

Projects/Activities

Participation in Evaluation Weeks

One Day Dialogue Event (Uganda)

A dialogue event was held in Kampala with government planning departments, HEIs, VOPEs, parliamentarians and civil society groups in East Africa. A key finding as a result of this initiative is the prospective of developing an online course for parliamentarians.

Participation and training facilitation in the Kenya Evaluation week

The Parliamentary Oversight team attended the 5th annual Kenya Evaluation Week held in Kisumu, Kenya, with the theme for 2016, "Using Monitoring and Evaluation for Oversight." This conference was spearheaded by Monitoring and Evaluation Department (MED) of the Ministry of Devolution and Planning in Kenya. Attendees included participants from the national government, the county level government, elected representatives from Kenya and Uganda, development partners, as well as representatives of NGOs and CSOs. The CLEAR-AA team conducted training of parliamentarians on the use of evidence for oversight. The team leader took part in a panel discussion on "Building a balance between power and authority *versus* knowledge and evidence and how that impacts on the use of evidence for decision-making."

Benin Evaluation Week

CLEAR-AA parliamentary team took part in the Benin Evaluation week proceedings in Cotonou, Benin in September. The theme for the fourth edition of the evaluation week was "Using evaluation results to change peoples' lives" and proceedings consisted of round tables and panel discussions. The office of the president coordinated the event under the guidance of the evaluation department.

CLEAR-AA's participation in the event contributed to the proceedings of the event as an affiliate technical partner, shared experiences on the use of evaluation results on oversight within African legislatures, and chaired a panel around the challenges to the use of evaluation evidence for oversight in Francophone Africa.

Technical assistance and support to African Parliamentary Network of Development Evaluation (APNODE)

The parliament of Zimbabwe coordinated the APNODE AGM, which was held in Harare, Zimbabwe on 15th-17th August, with 62 delegates from 16 African legislatures, HEIs, VOPEs and Development Partners. Discussions centred around the need to expand the network across Africa and the opportunities to encompass institutional (parliaments) as well as individual (parliamentarians) membership in order to maximise its potential to embed the use of evaluation within oversight.

At the AGM, the CLEAR-AA team delivered a half-day training workshop to members on theory and concepts behind monitoring and evaluation for oversight and the role of parliamentarians in creating an enabling environment for evaluation in conjunction with the regional office for United Nations (UN) Women.

CLEAR-AA provided technical assistance to the APNODE secretariat to develop its 3-year strategic plan. A draft strategic plan was presented to the executive committee in November at a meeting in Abidjan, where feedback was incorporated into the final document. This project was successfully completed in December 2016.



Uganda legislative workshop in partnership with UTAMU

Participation in the Africa Evidence Network

A paper, "Factors shaping parliamentarians' engagement with evaluation evidence," was presented at the Africa Evidence Network (AEN) conference in Pretoria in September. It incorporated findings emerging from CLEAR-AA's experience in working with parliamentarians in South Africa, East and West Africa.

Support to SAMEA

A one-day training session was delivered at the annual SAMEA conference on "**Strengthening Evaluation Culture and Capacity in South Africa,**" which took place in Cape Town (6th-7th October). Thirty-six participants from both the legislative and the executive arms of government were in attendance and this was unique given that it brought together members of the executive and parliamentarians, which rarely happens.

The workshop was designed to highlight the role that legislators play in providing oversight of government programmes and to define their specific needs in accessing and using evidence for decision-making. Participants were exposed to the range of factors that shape the use of evidence within the oversight system

and were guided through strategies for packaging and presenting evaluation evidence in order to optimise its value.

The Results Based Management (RBM) 101 Massive Open Online Courses (MOOC)

Wits is the first university in Africa to offer MOOCs on edX, an online learning platform established by Harvard University and the Massachusetts Institute of Technology in 2012. The initiative is a response to the dire need for increased placement at South African universities for access to quality post-school training. The MOOC was a collaborative effort between eLearning staff in the Centre for Learning, Teaching and Development (CLTD) and teams of academics. This initiative, has gained recognition for CLEAR-AA within Wits University. The Vice-Chancellor, Professor Adam Habib commended the initiative, stating, "it is a pioneering, innovative project that is unlocking new opportunities for South African universities."

The RBM MOOC, which was launched on the 5th October, is an introductory course targeted at public and development sector practitioners to design and implement results-based, public sector programmes that optimise the use of resources.

The course itself is likely to raise demand for post-graduate and graduate programmes with a specialisation in M&E. Over 8000 participants signed up and completed the 7-week online training course. CLEAR-AA's involvement in this record breaking process was in the form of technical assistance, (moderation of online forums), as well as the attendance of weekly planning meetings with the CLTD team.

A research paper entitled "The six sphere framework: A practical tool for assessing M&E systems," was drafted and submitted to the African Evaluation Journal (AEJ) in October 2016. The paper incorporates a description of a diagnostic tool that has been developed in-house and used by the parliamentary team to better understand the state and use of M&E evidence within African legislatures. This work has been used across the centre as a tool for enhancing use of evaluations.

What have we learnt

The identified immediate outcomes for the Strengthening Legislative Oversight business line are:

1. Increased institutional demand for use of evidence in parliaments;
2. Increased capacity of selected parliaments and parliamentarians to use evaluation as evidence in oversight; and
3. Increased capacity of APNODE and a Pan-African advocacy and knowledge network.

There is still a growing interest in CLEAR-AA's work in this sector from parliaments and parliamentarians across the region, driven by a rising visibility of the centre and its work, and the growing interest amongst parliamentarians in the use of evidence for oversight.

While this interest has driven opportunities for CLEAR-AA to expand the training programme to parliamentarians in M&E, challenges remain in increasing demand for the use of evidence in parliaments. Although evaluation reports are available, there is however, very little or no acting on findings, and this remains a concern as only a small amount of knowledge produced contributes to policy making.

This is partly due to the constant struggle between power and authority versus knowledge and evidence which affects the extent to which evidence is used. It is crucial to build a bridge between the two to explore how best to persuade decision-makers to use evidence. CLEAR-AA needs to advocate for knowledge and evidence and encourage its use in decision-making. The

use of jargon in reports remains a major stumbling block in the use of evidence. Hence, educating providers of evidence on how to communicate research results to policymakers is crucial. This will ensure that policymakers can interpret information and use it for decision-making that informs development.

CLEAR-AA's work with APNODE has revealed the need for continued capacity building of parliamentarians on the importance of using evidence for decision-making. This must take into account that there are new parliamentarians in each 5-year period that would need to be capacitated. A key area for capacity building is on gender sensitivity and awareness-raising to ensure more widespread use of gender sensitive evaluations. Evidence is crucial in identifying where the gaps are in gender equity, to interrogate red flags and use data to inform decision-making. Hence statistics should assist in informing future plans and development with regards to gender issues. This is a key area of research to be factored into the business lines' research agenda.

Evolution of partnerships

APNODE continues to be a key strategic partner in Africa within the parliamentary sector. Although the network is still emerging and has ongoing challenges in terms of stabilising itself on a sustainable basis, it offers an invaluable entry point for CLEAR-AA in terms of working at both a Pan-African and country level (through members). CLEAR-AA's engagement in relation to technical assistance with strategic planning has positioned us as a primary technical partner to this important network.

Furthermore, CLEAR-AA being represented at the Kenya Evaluation week was a great opportunity to increase the organisation's reach in East Africa. CLEAR-AA was well-recognised. Further, coverage in the Daily Kisumu national newspaper the 9th of November on the panel discussion carried out on use of evidence for decision-making raised the organisation's profile. With parliamentarians from Uganda and Kenya present CLEAR-AA was able to establish linkages for future training.

The presence of county representatives from Kenya ensured district legislative representation in understanding the importance of evidence use for decision-making. A potential network was identified for the development of a centralised university curriculum in M&E. This could be a good linkage for the Strengthening Evaluation Practice business line.



EU-AU Evidence & Policy event (Italy)

What have we learnt about the ecosystem of evaluation capacity development in Zambia, Ghana, Uganda and South Africa?

Recent programme activities continue to build a picture of the Evaluation Capacity Development landscape across the countries we are engaging with, in particular with regards to the use of evaluation as evidence within the parliamentary sector.

It is clear that training alone is not enough as there are other factors hindering the ability of parliamentarians in Uganda, Ghana and South Africa to effectively use M&E evidence for oversight.

Some of the factors negatively affecting the use of evidence include:

- Weak policy frameworks
- Inaccessibility to information
- Government bureaucracy
- Limited time available for scrutiny
- Lack of financial and human resources

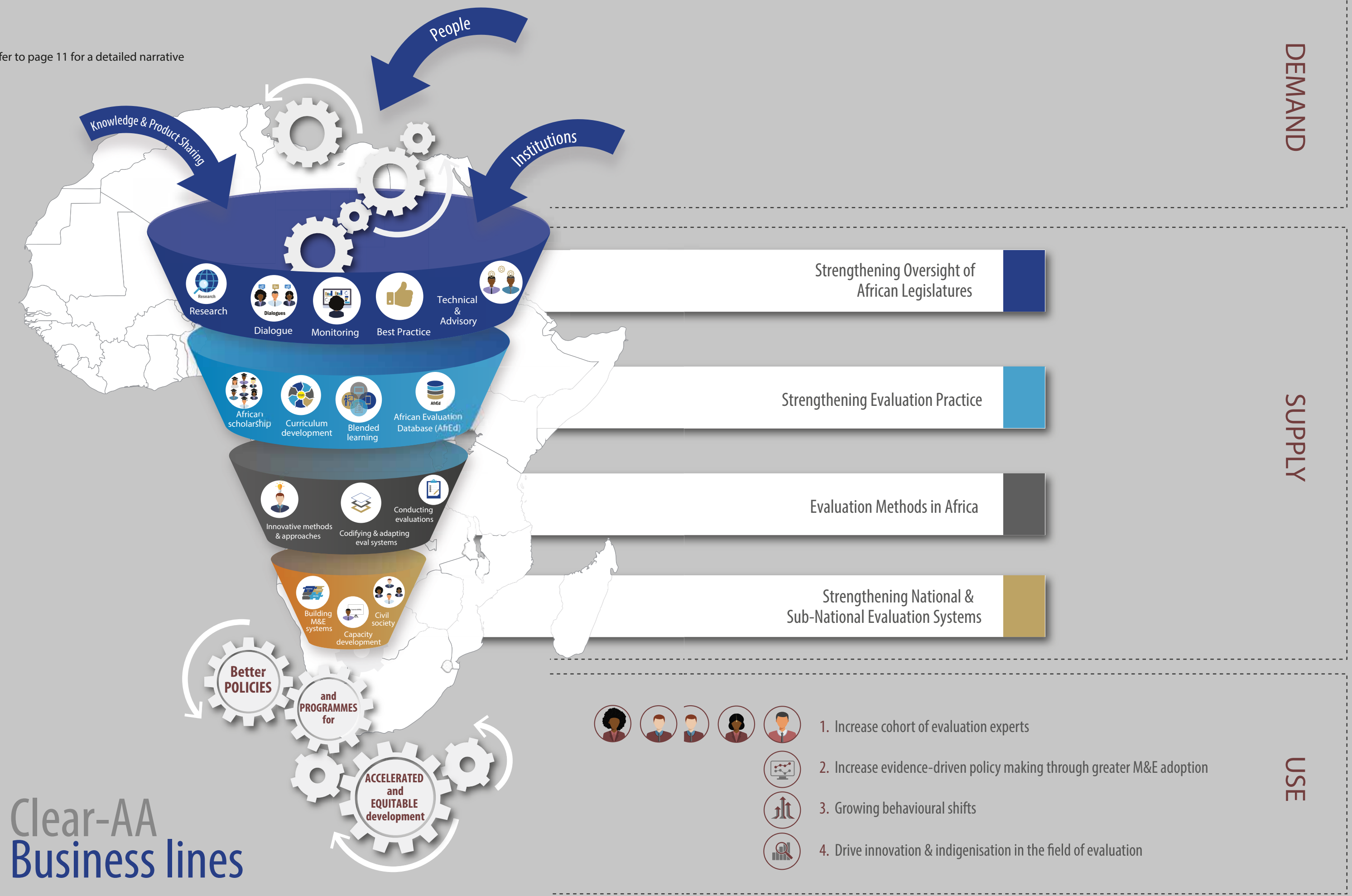
- Corruption
- Poor stakeholder participation
- Poor relationships with technocrats
- Restricted access to M&E reports
- Political influence
- Lack of political will

Key challenges encountered and mechanisms to address these

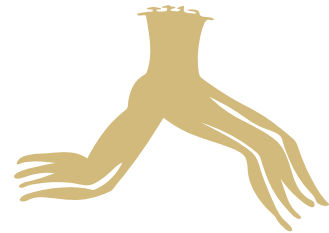
Although remedial measures were put in place, the business line has not established solid relations with parliaments as institutions. Demand is driven mainly by individual parliamentarians thus making sustainability a key concern. Parliaments as institutions are better suited to leverage funding for capacity building of members and staff.

This is a challenge that the One Day Dialogue planned for 2017, with speakers of Pan-African parliaments will address. Speakers, based on the nature of their role, are very influential and are key entry points to the institutionalisation of M&E within African parliaments.

Refer to page 11 for a detailed narrative



STRENGTHENING NATIONAL AND SUB-NATIONAL EVALUATION SYSTEMS



This business line focuses on building capacity, standardising data management systems and developing tools and appropriate policies for knowledge management in national and sub-national M&E systems. CLEAR-AA strengthens accountability across government by supporting evaluation systems that are effective and responsive to the needs of communities. We work with countries that are already responding to the need for such a system (Benin, Uganda and South Africa), and have allocated both resources and political champions to the transformation process.

In South Africa, this business line has begun to engage more substantially at the sub-national level through diagnostic work and preparing for monitoring systems improvement as well as laying the foundations for a city-wide evaluation system. The intent is to develop a city model for Evaluation Capacity Development (ECD) work that can be replicated more widely on the continent.

With a better understanding of how National Evaluation Systems work in the selected countries on the continent, CLEAR-AA aims to facilitate wider inputs and engagement from civil society through consultation, incorporation of feedback and representation in national and sub-national evaluation systems.

Projects/Activities

Evaluation Capacity Development for the City of Johannesburg

CLEAR-AA conducted a Situational Analysis and M&E Capacity Building workshop for the City of Johannesburg with the objective of gathering information to identify gaps in the use of M&E. This diagnostic informed CLEAR-AA's customisation of curriculum development, which was then delivered to two cohorts over a seven-week period. This first phase has informed the foundations of a longer term partnership for CLEAR-AA to support the COJ in building a city-wide Evaluation System.

Technical Assistance and Advisory

CLEAR-AA is working with the Gauteng Office of the Premier to provide additional evaluation capacity support to develop and implement the Provincial and Departmental Evaluation Plans. Specific services provided included technical input into an inception

report on an evaluation within the Provincial Evaluation System; support in developing and drafting the 2016-2018 Departmental Evaluation Plan; exploring enablers and constraints to the Management Performance Assessment Tool (MPAT) results on the new evaluation standard; as well as providing a briefing note on theory-based evaluation approaches for service providers and officials. This engagement has contributed to CLEAR-AA gaining a better understanding of the way national evaluation systems work at a provincial level.

Partnerships and Interface with Twende Mbele

Twende Mbele is a collaborative initiative between the governments of South Africa led by the Department of Planning, Monitoring and Evaluation, Benin, Uganda as well as CLEAR-AA and the African Development Bank (AfDB) to strengthen national monitoring and evaluation systems through collaboration, joint tool development, and peer-learning. The three-year project which is funded by Department for International Development (DFID), builds on years of collaborative work between the three countries and is coordinated by CLEAR-AA in the Faculty of Commerce, Law and Management at Wits. The project moved from the foundation phase to the full launch of the project.

Twende Mbele has facilitated greater insights into the practice of evaluation methods in Benin and Uganda. A committee has been established to coordinate research on gender responsive M&E in Africa by linking the gender diagnostic work done during the interim phase of Twende Mbele through collaboration with the African Gender and Development (AGDEN). This involved three separate gender diagnostics in Benin, Uganda and South Africa as well as collaborative synthesis of this work.

This research has been presented by AGDEN at the African Evidence Network, the European Evaluation Society, and will be submitted to the CLEAR sponsored special issue of the African Evaluation Journal on methods. The Twende Mbele programme supports CLEAR-AA's research agenda, while improving the knowledge base for CLEAR-AA and its partners through the production of knowledge products.

The immediate outcomes for the Strengthening National and Sub-National Evaluation Systems Business Line are:

Impact investing workshop in Accra, Ghana

1. Contribution to stronger scholarship and strengthened M&E capacity
2. Strategic institutes in Anglophone Africa have knowledge and better understanding of how to develop national and sub-national evaluation systems
3. Improved dialogue between partners and demonstrated capacity for consultative processes to use evaluation methods
4. Increased numbers of knowledge products for use in strengthening national evaluations in Anglophone Africa.

Evolution of Partnerships

DPME has been an anchor partner since CLEAR-AA's inception that has helped CLEAR-AA gain greater visibility and credibility through years of collaborative work. The year marked the piloting of new courses deemed essential for managers in the civil service (Theory of Change and Programme Planning) as well as the renewal of a new three-year framework agreement based on experimenting with new approaches in responding to growing M&E needs across the South African government.

A new partnership with the City of Johannesburg developed for this business line developed through the first phase of a multi-year ECD programme based on building a City-Wide Evaluation system.

Partnerships in the region are in their nascent stage for this business line as identifying the right entry points and establishing a common agenda has been challenging. Twende Mbele has, however, provided an easy entry point for initiating and building relationships with the drivers of National and Sub-national Evaluation Systems in Benin and Uganda.

These partnerships have enabled CLEAR-AA to enhance its knowledge about the ecosystem of evaluation capacity development. Discussions with partners confirm the limited institutional capacity that exist in other countries to expand evaluation skills.

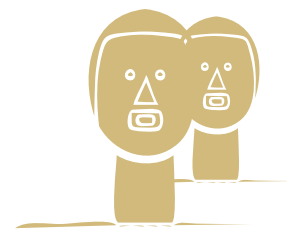
Key challenges encountered

There is high demand for M&E practitioners in Africa but capacity is limited. To address this, CLEAR-AA is planning a training of trainers (TOT) to establish a pool of technical resources it can draw on to meet the growing demand for its services.

The TOT method for building a continental resource pool is being extended to the core countries in the AA region where CLEAR-AA works (Uganda, Zambia and Ghana).



STRENGTHENING EVALUATION PRACTICE



To build African evaluation practice, Africans need to lead their own development, shape their own education institutions and create a context-specific body of knowledge of an international standard that is authored by Africans. This business line aims to drive supply and demand of professional evaluation in government and civil society by growing and strengthening the supply of qualified M&E practitioners, evaluation educators, scholars, mentors, coaches and managers for the Anglophone African context. We build awareness of the need for evaluation and evidence-based policy-making and address limited evaluation capacity in the region. We focus on improving the education and training infrastructure in the field of evaluations in the region, and collaborate with and support national and regional Voluntary Organisations for Professional Evaluators like the South African Monitoring and Evaluation Association (SAMEA), the Nigerian Evaluation Association (NEA) and the African Evaluation Association (AfrEA) among others.

The growth of M&E capacity among agencies and individuals (governments, the corporate sector, the international development community and NGOs {Non-governmental Organisations}) who are expected to access new opportunities for lifelong learning, will also supply indigenous entrants to the M&E marketplace in Anglophone Africa.

CLEAR-AA supports the development of a scholarly evaluation community to produce a distinct body of knowledge on evaluations in the African context.

Projects/Activities

Development of an African Evaluation Database

CLEAR-AA has partnered with Centre for Research on Evaluation, Science & Technology (CREST) at Stellenbosch University to develop an African Evaluation Database. The database will provide the basis for understanding evaluation trends across 12 countries in the region, such as where the demand for these evaluations has come from, who the main providers are, what the key sectors are, assessment of methods used and quality of standards used. The database will form a critical research resource for the continent and contribute to strengthening the curriculum for evaluation studies in African higher education institutions.

Collaborative Global Certification Framework for M&E with the International Fund for Agricultural Development (IFAD)

CLEAR Global and the International Fund for Agricultural Development (IFAD) entered into a partnership to develop the first Global Certification programme for M&E, focusing specifically on the agricultural sector. IFAD and The Evaluation Institute (TEI) at Claremont University (USA) are working to determine a work plan for the curriculum development portion of the project. The working proposal is to have the centres involved in the following two major areas:

- i) Trainer Nomination and
- ii) Curriculum Feedback.

Collaborative Knowledge Creation

CLEAR-AA was invited to publish a Special Edition of the African Evaluation Journal, focusing on innovative methods in evaluation capacity development. A total of twelve papers were submitted for consideration to the Editors, six of which were written by the CLEAR-AA team in the course of 2016, based on the applied research emerging from the Centre's work. The Special Edition will be launched at the AfrEA meeting in Uganda in March 2017.

The South African Monitoring and Evaluation Association (SAMEA) Research Agenda

CLEAR-AA, SAMEA and CREST are implementing a collaborative research process, to facilitate the implementation of research projects that will contribute to strengthening South Africa's evaluation systems and to improve the institutional relationships and partnerships that underpin it. Four grants of R40,000 each have been awarded to researchers, who responded with proposals in the following thematic areas:

1. The current state of South Africa's evaluation system
2. Profiling evaluators and the commissioners of evaluations
3. Reviewing the evaluation architecture in SA, with specific reference to ethics, standards and competencies
4. Identifying examples of good practice in evaluation communities of practice (or professional learning communities).



Wageningen course participants

Wageningen

CLEAR-AA, and Wageningen University and Research Centre for Development Innovation (CDI), Netherlands collaborated and hosted a successful two-week refresher course titled, The use of up-to-date indicators in monitoring, evaluation and impact assessment of food and nutrition security programmes. The course was delivered at the Wits School of Governance (WSG), from 31st October - 11th November. The latter week of the course was held in Limpopo-Bushbuckridge (Wits Rural Facility). After a thorough selection process, 22 participants from Africa and Asia participated in the course.

The collaboration was premised on the following principles:

- (i) CDI builds capacity for sustainable development in the agriculture, food, rural development and natural resources management sectors; and
- (ii) CLEAR is a global initiative aimed at strengthening developing countries' capacities in monitoring and evaluation and performance management (PM) to support a focus on results and evidence-based decision-making.

Immediate priorities

The identified immediate outcomes for the Strengthening Evaluation Practice Business Line are:

The partnerships that CLEAR-AA embark on need to unlock opportunities which support the overall objectives and address issues of financial sustainability.

Evolution of partnerships

All partnerships at the country level in Zambia, Ghana and Uganda are at an embryonic stage. Some partnerships, such as Wageningen University have emerged as a result of a direct demand, however, we

have identified the need for more strategic approaches to building partnerships. CLEAR-AA needs to address contractual agreements upfront in order to enable the smooth implementation of the collaboration. Roles and responsibilities should be clear in order to ensure that CLEAR-AA focuses more on the content of joint projects.

What have we learnt

Based on the activities undertaken during the period under review in Zambia, Ghana, Uganda and South Africa, the following lessons on the ecosystem of evaluation capacity, have been learnt:

1. The implementation of Agenda 2063 and the Sustainable Development Goals (SDGs) is a key priority for the continent, and strengthening M&E is critical in this respect. It was acknowledged that policy and programme design are very strong across the continent, however development results continue to be weak. There is a need to distinguish between an academic qualification and professional training. Innovative methods must be designed to ensure skills transfer, including professional development programmes (such as articles undertaken by Chartered Accountants), where mentorship is what contributes to a good evaluator.
2. There is a lack of planning expertise, absence of M&E systems, as well as a general lack of financial and human resources across the region.

Key challenges encountered

Bureaucratic processes in partner countries have a negative impact on planning within CLEAR-AA, and therefore a pipeline of activities and interventions is required to ensure that momentum is not lost in key strategic activities. The coordination of training hosted either jointly or exclusively by CLEAR-AA, requires a fair amount of time and an investment in administration.



EVALUATION METHODS IN AFRICA



This business line conducts evaluations, testing out new methods and approaches as part of CLEAR-AA's work on strengthening evaluation knowledge and capacity building amongst researchers and practitioners. The business line focuses on learning from new and emerging technologies appropriate for Anglophone Africa and shares this learning across the network. Additionally this business line experiments with and adapts existing evaluation thinking and systems to a variety of sectoral contexts, such as in education, transport and impact investing, in order to produce locally relevant and robust evidence for decision-making. In order for CLEAR-AA staff to grow its own skills base in using indigenous methods fit for purpose in evaluations, CLEAR-AA needs to dedicate time for actually participating in evaluations. This work will strengthen visibility, staff capacity as well as help broaden its talent pool through associates located in the core countries where CLEAR-AA is working.

Projects/Activities Evaluations conducted:

TETA

CLEAR-AA completed an assessment of evaluation capacity of TETA (Transport Education and Training Authority), with the findings disseminated across various fora, and including a meeting held by the Ministry of Transport in November 2016.

ETDP

CLEAR-AA is currently undertaking an outcome evaluation for the Education, Training and Development Programme (ETDP) of the Sector Education and Training Authority (SETA). Phase 1 was completed over the course of 2016, including a tracer study of the learners involved in the ETDP's training over the past five years.

Training: Impact Investing

A curriculum on Evaluating Impact Investing has been jointly developed with Ted Jackson and Associates. Discussions on the accreditation and offering of the course through the Wits Business School (WBS) are ongoing. It is anticipated that the course will be ready for first offering in March or April 2017.

Applied Research: Joint Pilot Study on Corporate Social Investment

A pilot study on Corporate Social Investment in Ghana and Kenya was conducted, completed and published in

2016. The end product of this joint research initiative between CLEAR-AA and Trialogue will be presented at the AfrEA conference to be held in Uganda in March 2017.

Applied and Academic Research: Evaluation Capacity Assessment of the Transport Sector in South Africa: An Innovative Approach

This paper is based on a previous evaluation conducted for the TETA reports on the findings of using an innovative diagnostic tool that was developed by CLEAR-AA. The report is part of the special issue on Methods in the African Evaluation Journal.

What have we learnt

The identified immediate outcomes achieved for the Evaluation Methods in Africa Business Line are:

1. Based on the experience of working with TETA, the business line has learnt that participatory methodologies enhance the use of evidence for decision-making in organisations. Furthermore, the provision of continuous technical support is necessary for effective evaluation capacity building.
2. While the business line has made significant strides in producing knowledge products, time management has been a challenge in balancing advisory services and the applied and academic research that is associated with this work.

Evolution of partnership

Ongoing discussions with the Chair of African Philanthropy, Professor Alan Fowler, who is establishing a Masters in Philanthropy as of 2018, have paved a way for the business line to explore potential partnerships on the continent in Africa. This engagement with the Chairperson, has also created a pathway for relevant CLEAR-AA curriculum to feed into the new Masters Programme as it relates to measurement in impact investing. As part of this collaboration, the Evaluations Methods in Africa Business Line Manager participated in a research workshop on African Philanthropy held in Kenya in November, where contacts were made with similar organisations, such as the Partnership for African Social and Governance Research (PASGR).



BUILDING A HIGH PERFORMANCE AND SUSTAINABLE ORGANISATION

Collaboration

Collaboration is a key component of the work of CLEAR-AA. The value of shared learning is central to our theory of change. However, the last strategic cycle had a primarily internal focus on getting organisational systems in place.

Now that CLEAR-AA has moved into a focused phase of implementation, we will have the opportunity to bring the considerable potential for collaboration to fruition.

Given the high demand for the work that CLEAR-AA does, it is important to have our collaboration driven by principles. Specifically, strategic decision-making around collaboration is based on:

- The potential for the partner to contribute to the use of evaluations for evidence-based policy making;
- Alignment between the collaborative work objectives, and CLEAR-AA's business lines;
- Potential of the initiative for innovation and/or sustainability; and
- Scope of the work to refine existing business lines, or contribute to a better contextual analysis of our work.

The most important element of our collaboration strategy is to ensure that we work across the region with strategic partners on joint areas of concern. Based on the criteria set out above, CLEAR-AA is operationalising initial partnerships across the region in accordance with this. We have developed nascent relationships with institutions in Ghana, Uganda, Benin, and Zambia, and these are integrated into the operational plans for each business line.

Furthermore, we ensure that our targeted project work aligns with our collaboration objectives. For example, we will target certain consultancy bids in countries in which we hope to expand our presence to lay the foundation for further partnership work.

Initially, we focused on information gathering to form our collaboration strategy, including a range of diagnostics studies conducted, as part of Twende Mbele and as part of the business line on supporting professional development of the sector.

We will use the findings of these diagnostics to inform the nature of our collaborative work with universities, VOPEs, civil society, institutions for training government officials, and other relevant bodies across the region to drive sector specific collaborative programmes.



Clear-AA research agenda

CLEAR-AA's research agenda, emerging from its business lines, produces new collaborative knowledge with HEIs in selected countries in Africa that will help grow African scholarship in ECD. This will ensure continuity in the teaching, relationship building, and academic outputs within the Faculty of Law, Commerce and Management at Wits, CLEAR AA's host institution and eventually more broadly into the region through collaboration with University of Zambia, University of Technology and Management of Uganda, the GIMPA and a few identified others.

CLEAR-AA's unique value in the long-term will be its work in knowledge production through local evaluation practice and indigenisation of global knowledge on evaluation. CLEAR-AA is conscious of placing the building blocks in place to be equipped for long-term knowledge creation. This includes driving a strong research agenda that will take place in parallel with programme implementation and the development of systems needed for an ongoing research pipeline. A draft research agenda has been developed comprising the following key categories of enquiry.

RESEARCH AGENDA 2016-2017

LENS1: Local Content

Description

- Description of current supply and demand for M&E in Anglophone Africa
- Country level diagnostics of M&E policy environment, capacity, culture and use
- Systems level diagnostics of M&E by sector
- Description of indigenous M&E tool development and documentation of global tool adaptations to AA context

LENS2: Process

Analysis

- Analysis of which procedural elements of M&E systems promote evidence-based decision making
- Analysis of the relationship between monitoring processes and evaluation processes in Anglophone Africa, and what supports a greater emphasis on evaluation processes
- Analysis of authority and accountability processes in M&E decision making, e.g. who sets agenda, identifies evaluation targets, establishes quality benchmarks and holds/is held accountable for implementation and use of results

LENS3: Social Embeddedness

Theory Testing & Adaptation

- Theory and analytical tool-building on the reflexive relationship between M&E and institutional norms
- Theory and tool-building on understanding plural incentive systems within bureaucracies and other large institutions and how these impact on the probability of evidence-based decision making
- Assessment of the applicability of M&E theory to alternative social environments such as collective action movements in civil society

LENS4: Systems Change

Theory Building

- Application of systems theory to understanding how M&E brings about change in complex organisations and at a societal level and whether M&E's contribution improves system performance
- Theory testing on how M&E contributes to public sector reform in AA
- Theory development and testing on how National Evaluation Systems work with other levers of accountability to change the functioning and interactions of governance systems, parliamentary systems and collective action (including in civil society)

List of key Knowledge Products from business lines

Perceived need for support to Oversight in East and West African Legislatures (Strengthening Legislative Oversight) (Paper)

Learning from student protest in Sub-Saharan Africa: #FeesMustFall: From Student Revolt to Change in Governance (Strengthening National and Sub-National Evaluation Systems-Twende Mbele) (Book chapter)

Evaluation capacity assessment of the transport sector in South Africa: An innovative approach (Evaluations Methods in Africa) (Article)

An exploration of factors that shape the engagement of legislators with monitoring and evaluation data as part of parliamentary oversight (Strengthening Legislative Oversight) (Paper)

The Six Sphere Framework: a practical tool for assessing M&E systems (Strengthening Legislative Oversight) (Article-AEJ)

Impact Investing. (Evaluations Methods in Africa) (Policy Brief)

Concept Note for MPAT in Uganda's Public Service, Case study of South African implementation of MPAT, Literature review of management performance tools in context (Strengthening National and Sub-National Evaluation Systems-Twende Mbele) (Discussion paper)

Gender diagnostic tool (3 country papers and 1 Synthesis paper) (Strengthening National and Sub-National Evaluation Systems-Twende Mbele)

Education Meta-Analysis: Investor and key stakeholder response to review of education evidence in SA (Evaluations Methods in Africa) (Article and policy brief)

Measuring the Effect of Evaluation Capacity Building Initiatives in Africa: is our ladder leaning against the right wall? (Strengthening Evaluation Practice) (Article-AEJ)

Case Study COJ: Searching for the right methodology to unpack urban complexity (Strengthening National and Sub-National Evaluation Systems-Twende Mbele) (Article-AEJ)

Gender Responsiveness Diagnostic Methodological Reflections (NES Strengthening National and Sub-National Evaluation Systems-Twende Mbele) (Article-AEJ)



‘Time to Think’ Clear-AA team building workshop, Johannesburg

Resourcing

As CLEAR-AA has moved from a phase of organisational consolidation to a focus on implementation and operationalising strategic partnerships through joint programmatic work, it has been a challenge to ensure a consistent flow of resourcing that has matched demand and organisational capacity to respond to it. With the appointment of a Director in early 2015, CLEAR-AA has grown rapidly, which is allowing a higher level of organisational delivery than was possible in the past, but this has required investment in internal systems.

Over the next 5 years, we hope to further develop and strengthen our systems to allow us to deliver consistently against our strategic plan, as well as to plan, learn, and adapt to the evaluation context in the region.

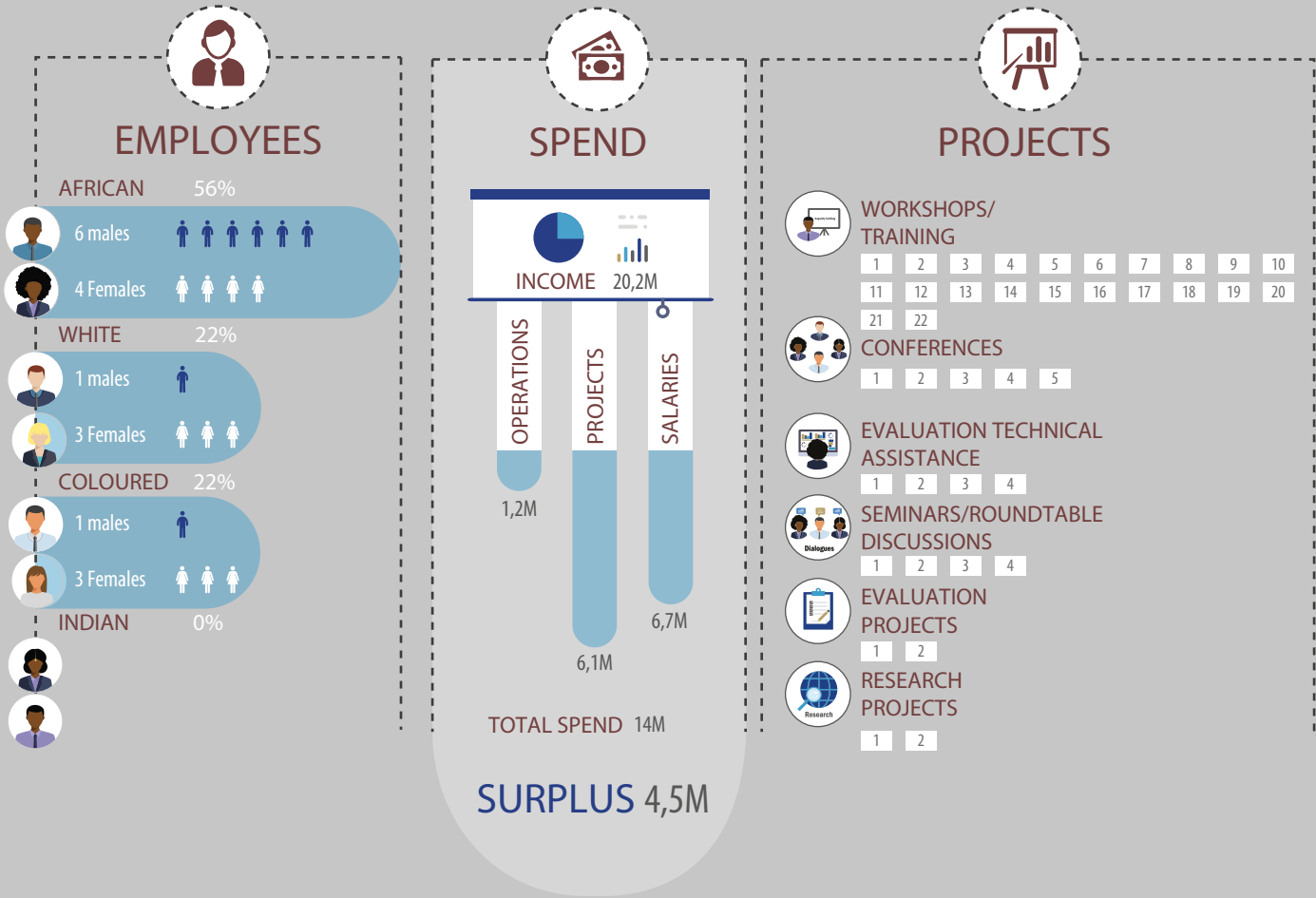
Human Resources

CLEAR-AA expanded its human resource capacity by one third in 2016, from 12 to 18 full time staff members in 2016 as part of its planned growth path. Additional capacity was sought through the appointment of a post-doctorate as well as research associates to ensure the generation of knowledge products out of the planned implementation activities. This allows us some flexibility in directing the human resource talent pool to ensure a broader set of skills, and secure a developmental path for staff, which will include an institutionalised internship and/or learnership arrangements, and individualised staff development plans to ensure operational excellence.

Given the fully capacitated organisational structure, CLEAR-AA had the opportunity to shift to a more sustainable and less stressful approach in its method of work by transforming the institutional culture. An organisational development specialist was recommended to be brought on board to bed down its system, people and process matters and to this end an Executive Manager was brought on board to assist the Director. “The sustainability of CLEAR-AA as an entity within Wits requires that it attract and retain high calibre staff⁵.”

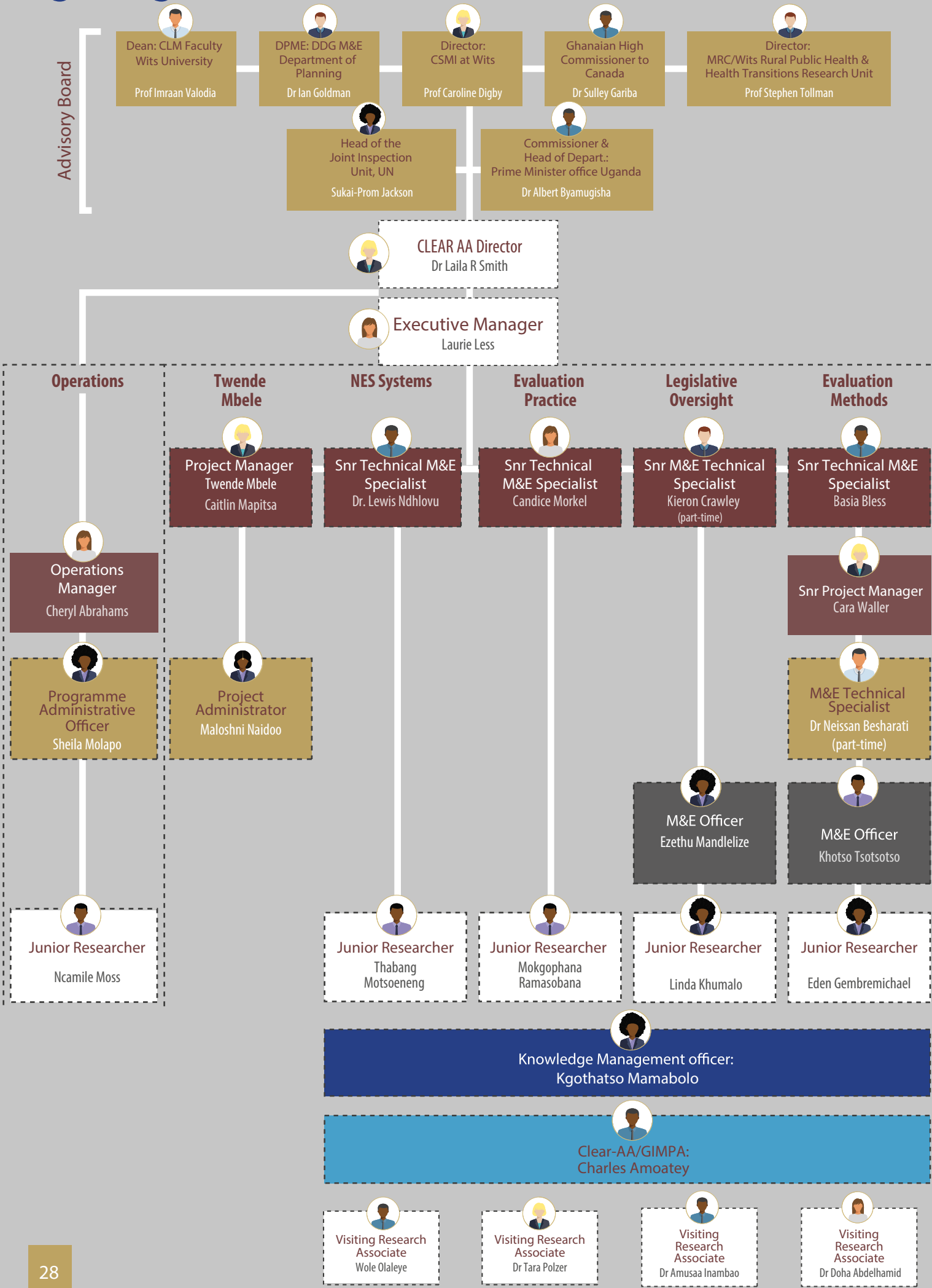
(5) CLEAR-AA 2016 Institutional review

Operations



Organogram

During the period under review, CLEAR-AA managed to fill all its posts. Two contracts came to an end as at 31st December and these will be replaced in January 2017. Overall the organisational equity spread is graphically illustrated below.



Financial statements and narrative

CLEAR - AA CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE PERIOD
1 JANUARY 2016 TO 31 DECEMBER 2016 (UN-AUDITED)

Income	Notes	
World Bank	1	14 263 878
Twende Mbele	2	1 593 469
City of Johannesburg	2	1 710 307
CLEAR FrancoPhone Africa	2	606 000
DPME	2	853 115
TETA	2	770 000
ZENEX	2	109 800
Pegasys Project	2	231 399
Other Income	2	38 000
Total Income		20 175 967
Expenditure		
Advertising		68 885
Books International		24 047
Cell phones & Datalines		20 353
Cleaning / Computer Consumables		9 048
Computer Equipment Clearing Computers Minor		179 503
Conference Fees international		204 278
Cost Recovery Expenses		448 112
Courier Services, Photocopying & Stationery, Removal Expenses		52 038
Furniture & Office Eqpt.-Minor		109 749
Repairs and Maintenance / Signage		13 835
Telephone & Landlines		39 145
Sub total Operational expenses		1 168 994
Accommodation International		699 471
Catering and Refreshments		375 936
Consultants Fees		2 737 191
Journals & Publications		129 174
Marketing and Promotions		75 761
Printing		323 601
Travel		1 504 879
Venue Hire		247 390
Sub total Project costs		6 093 403
Salaries		6 721 952
Total Expenditure		13 984 349
Surplus / (Deficit)		6 191 618
Deficit brought forward at 1 January 2016	3	(1 051 190)
WSG Loan	4	(1 073 308)
Cory due to WSG	5	457 260
Surplus / (Deficit) per Oracle at 31 December 2016	6	4 524 381

INCOME AND EXPENDITURE STATEMENT NARRATIVE⁶

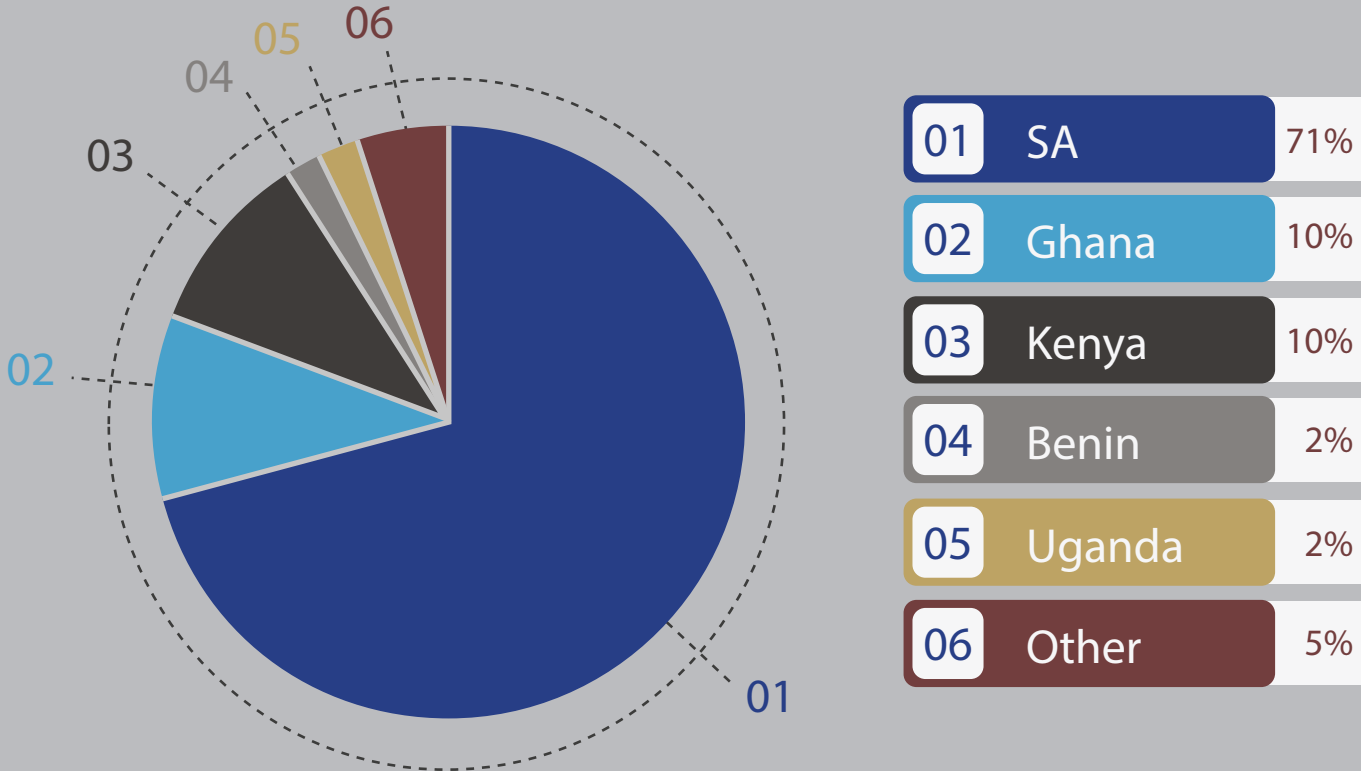
The Income and Expenditure statement represents the total income and expenditure for the period 1st January 2016 to 31st December 2016 and is unaudited.

CLEAR-AA is a specialist M&E centre located in the Wits School of Governance (WSG) to 31st December 2016. CLEAR-AA has subsequently been relocated in the University of the Witwatersrand Faculty of Commerce, Law and Management from 1st January 2017. As a centre, CLEAR-AA does not develop a separate set of annual audited financial statements as it is not an autonomous legal entity.

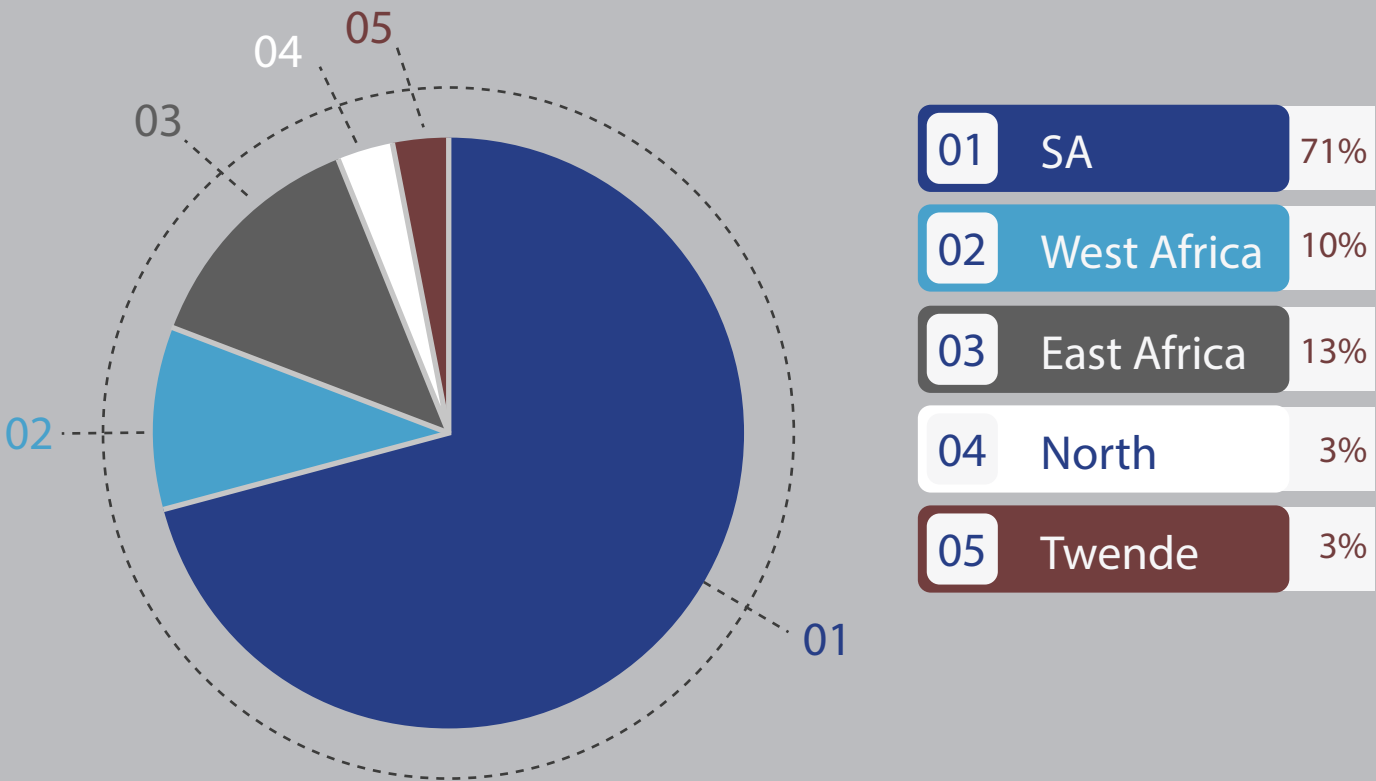
- 1. CLEAR-AAs major source of income is through an anchor donor represented by a multi-year donor contract with the World Bank totalling \$2 997 235 for the period 1st July 2015 to 30th June 2018. The amount of R14 263 878 was disbursed in arrears for the period under review.
- 2. CLEAR-AA has implemented a sustainability framework to generate income to ensure the organization’s future sustainability. Income generation activities have yielded R5 912 089 for the period under review. This represents 29% of total income. Targets for income generation over the period 2017 to 2022 have been set at 30% in the 2017 financial year increasing to 45% in 2022, in addition to diversifying the organization’s donor base.
- 3. The WSG pre funded CLEAR-AA during the period 2014/15 as a result of a time lag experienced in the transfer of Donor funds.
- 4. CLEAR-AA reimbursed WSG in respect of the pre funding through surpluses earned through its income generation activities.
- 5. The Cost Recovery levy due to WSG was allocated to CLEAR-AA erroneously.
- 6. The Income and Expenditure statement reflects a surplus of R4 524 380.70 for the period ending 31st December 2016.

(6) Unaudited.

Analysis of spend per country



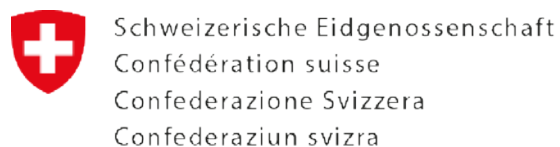
Regional analysis of spend

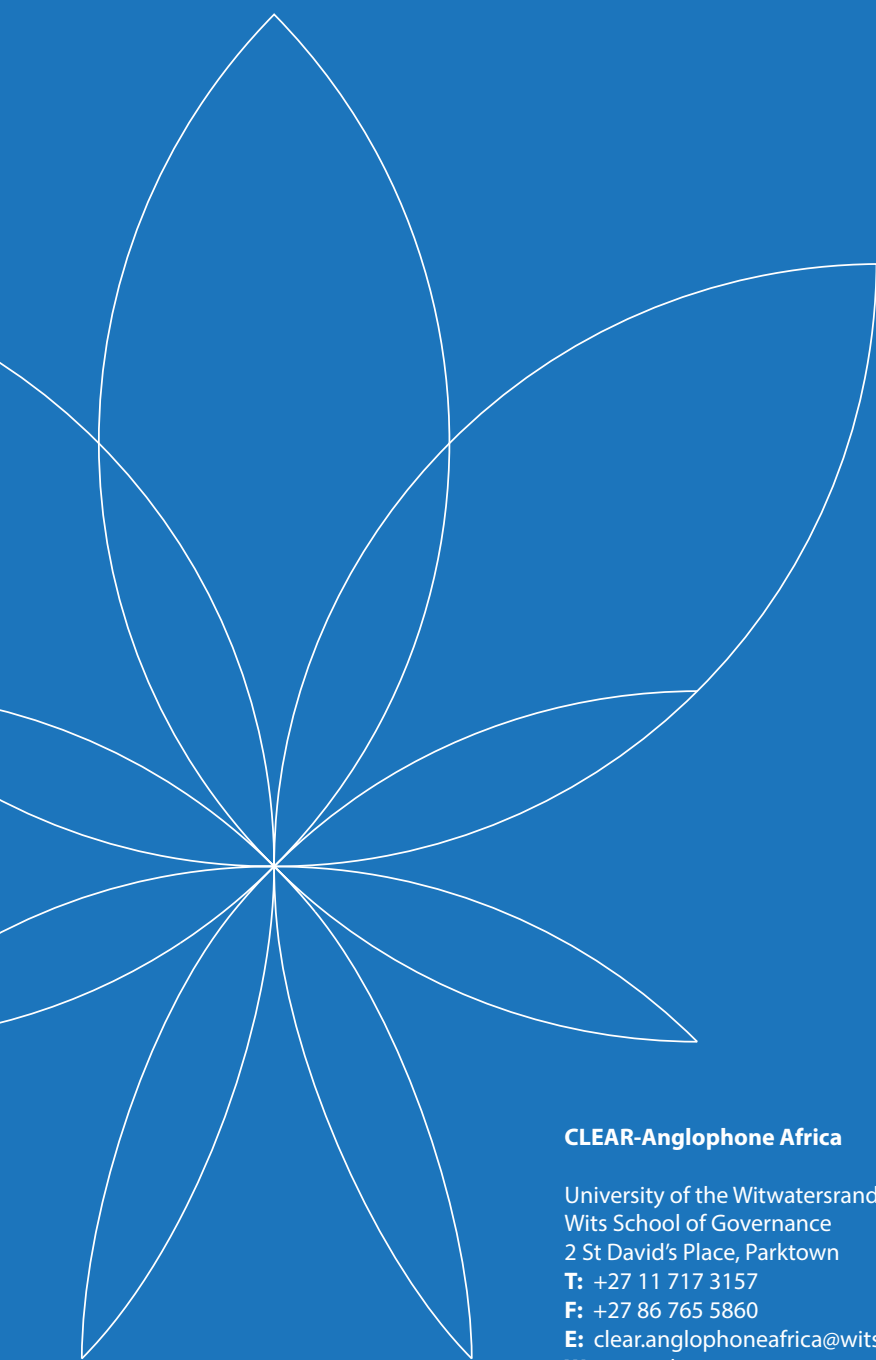


Of the total 2016 expenditure, 25% was spent in the rest of Africa versus 75% in South Africa. In our 2017 planning, this deep South African-skew will be factored in. (The graphs exclude the R1 600 000 grant to GIMPA {2017}).

Clear-AA development partners

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