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2019 Annual Report

CLEAR-AA

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UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

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Centers for Learning on Evaluation and Results
ANGLOPHONE AFRICA

ANNUAL REPORT 2019

DIRECTOR'S MESSAGE: PROF. DUGAN FRASER

It is easy to imagine that the human condition is getting worse. Climate change, inequality, growing intolerance … And yet, in many ways things have never been better for our species, especially for those of us who are African: life expectancy is the longest it's ever been, child mortality is at an all-time low and extreme poverty has been rolled back in ways that seemed unimaginable 50 years ago. Still, we do face extinction-level challenges. Principally, rising temperatures caused by human activity threaten our ability to feed future generations and sustain our lifestyles, and we really don't know what our environments will look like or how we will respond. Successfully navigating our way into the future requires: a shared sense of the results that matter, useful evidence of what's actually being achieved, and clear plans for how to do better. Exactly what good monitoring and evaluation can provide.

Good monitoring and evaluation can help humanity successfully navigate its way through stubborn paradoxes and mounting uncertainty. Effective M&E must be done in "joined-up" systems. Disparate, disconnected processes in planning, implementation, reporting and evaluation cannot deliver the insights and analysis we need to manage complexity and operate with agility, especially in the confusing, cacophonous world we have created. For CLEAR-Anglophone Africa, 2019 was the year in which we made a very intentional decision to shift to a more systemic approach to our work.

Robust, effective, country-owned M&E systems are at the heart of CLEAR-AA's M&E capacity-strengthening work. Building on our previous work, CLEAR-AA's focus going forward is on country-owned and country-led strategies to improve M&E. Our new practical regionalisation strategy will see us facilitating and supporting a cohort of English-speaking countries to design, build and implement their own unique M&E systems.

CLEAR-AA's important strategic shift happened under Dr Laila Smith CLEAR-AA's director for the last five action-packed years. Her leadership has built CLEAR-AA into a strong, effective institution with a reputation across English-speaking Africa for professionalism and excellence, driven as always by CLEAR-AA's hardworking and inspiring staff. ■



2019 AT A GLANCE

JANUARY

JAN 24, SOUTH AFRICA
Does evidence matter in Sector Skills Planning in South Africa? Seminar on the role of evaluation in sector skills planning, and that learning from performance forms part of the input into Sector Skills Plan.



There's a will to use evidence. SETAs must recognise their evidence role-players: NGOs and civil institutes, education institutes, financial institutes, S&T institutes, etc.
I_amNedson @NedsonPophiwa

Masters degree: Impact Management
Initial phases of a project to bridge the gap in capacity-building programmes in Africa and understand, explore and grow the field of Impact Management in the public and private sectors.



FEBRUARY

FEB 7, ZAMBIA: **Technical assistance, coaching and mentoring** for the Zambian Ministry of Planning to strengthen the National Evaluation System and develop new systems.

FEB 11, ETHIOPIA: **Results-based M&E training** for ministries of health, education and peace, national planning commission mid-level managers and senior M&E specialists.

FEB 11-15:
7th Uganda Evaluation Week: From evidence generation to utilization

Kicking off Uganda Evaluation Week with a workshop on Effective Communication for Evaluation @norahspie @OPMUganda

Knowledge production project to develop information resources for parliaments and capacity-building organisations to strengthen systems of evidence in parliaments focused on developing a resource book on systems of evidence use in African parliaments.



The Zambian Cabinet has approved the #Monitoring and #Evaluation Policy. Working with them to outline how to implement it. @CLEARAA1 @TwendeMnE @tweet_afrea Ian Goldman @iangoldmansa

MARCH

MAR 11-12: AfrEA workshop on **Developing and Sustaining Evaluation Systems** for governments, private sector and higher education institutions.

MAR 13: **Peer-learning symposium** to strengthen evidence use in parliaments with 34 representatives from African countries.

MAR 19: **Research capacity-building training** with the South African Transport Education Training Authority (TETA). Learning on different research methodologies.



MAR 22: **Five-day RBM&E course** with Tanzanian government officials on commissioning and management of evaluation



I_amNedson @NedsonPophiwa Mar 28, 2019 I'll be speaking on behalf of @CLEARAA1 about our Technical Assistance in transport sector skills development #TETASkillsSummit2019

APRIL

APR 9-11: **Evidence Gap Map for the Institute of Security Studies** (ISS) to systematically search for, identify, assess and visually represent evidence on South African interventions to reduce violence against women and children.

COLLABORATION WITH RHODES UNIVERSITY on a **standardised M&E framework for South Africa's 21 SETAs**, with tools and guidelines and capacity development for SETA support.

CLEAR-AA ELECTED CHAIR OF THE IMPACT MEASUREMENT AND MANAGEMENT WORKING GROUP, which develops standards to help investors make better investment decisions through improved non-financial and impact reporting.

MAY

GHANA: Workshops on designing improved platforms for using CSO-generated evidence for decision-making in the water and sanitation sector.



MAY 17: World Café conversation to validate data collected. Innovative methods for focus group discussions **#TETA #SectorSkillsPlan @TwendeMnE**

Strategic meetings to revise the CLEAR-AA Terms of Reference.

JUNE



PROPOSAL: Review and update the M&E framework of the African Centre for the Constructive Resolution of Disputes (ACCORD), develop a monitoring, evaluation, learning and communication (MELC) system; provide MELC capacity-building for ACCORD staff and institutionalise M&E.

PROGRAMME MANAGEMENT OFFICE (PMO) established to enable operations and ensure projects are monitored and tracked using a matrix.

TRACER STUDY OF TRAINING PROGRAMMES (July 2018 to June 2019) using data from an online survey sent to former programme participants and secondary data from the monitoring tool.

JULY

JULY 9-10 Presentation at 2nd E2A Conference at the University of Ghana, Accra to share the journey of the **Collaborative Curriculum Development Project**

Meeting with UNICEF Zambia to refine the M&E capacity strengthening programme for the **Zambia Evaluation Capacity Strengthening Programme**

AUGUST

AUG 15 **M&E is making a significant contribution to meeting development challenges in Africa**



AUG 28-30 **5th Annual General Meeting of the African Parliamentarians' Network on Development Evaluation (APNODE) in Abidjan, Côte d'Ivoire** to discuss ways to improve the network and elect a new executive committee. CLEAR-AA hosted a session for parliamentarians on ensuring effective use of evaluations in legislative processes.



One has to gather information from different stakeholders, there'll definitely always be a challenge of capacity. Credibility of evidence depends largely on motivation and incentives. ***Hon. Dr. Sware Semesi, MP, Parliament of Tanzania***

SEPTEMBER

SEP 2-13
Development Evaluation Training Programme in Africa (DETPA) 2019



To me, #DETPA19 is more than a programme to equip knowledge and skills. It's about sharing the way we think about the African narrative, to be able to use evaluative thinking to unpack the African narrative ***Misd Nanou, APNODE @TwendeMnE @WFP_Africa @3ieNews***



We want to build our relationship with AFrea, to be seen as a strategic partner in the continent, to develop a situational analysis and country strategies, to promote professionalisation and get a community of practice in action. ***Dugan Fraser, Director, CLEAR-AA***

We are at a stage where we need to define the type of ECD we are looking for and the context within which it can operate appropriately. ***Rosetti Nabbumba, AfrEA General Secretary.***

SEP 25 CLEAR Evaluation Capacity Development Africa convening event, Ghana: Discussed challenges in building ECD in Africa, and solution and priority actions. AFrEA collaborated with us on this initiative.

INAUGURAL MEETING OF WITS UNIVERSITY COMMUNITY OF PRACTICE with selected academics to establish their interests and needs. Convened quarterly to discuss research challenges from a methodological perspective.

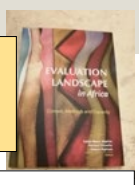
OCTOBER

OCT 5 Workshop: **Building an effective and collaborative national M&E system** for government and CSOs to improve the performance of Uganda's health sector.

OCT 21-25 7th SAMEA Biennial Conference **Shaping M&E for a Sustainable Future**

We as @SAMEA_ZA believe M&E practitioners have to be even more radical and responsive. This conference is a practice that enable us to do just that. @SAMEA_ZA chair @AmisiMatodzi

Launch of ***Evaluation Landscape in Africa*** at SAMEA 2019



SAMEA 2-DAY WORKSHOP
Establishing and maintaining evaluation systems for government departments and CSOs.

OCT 29-30 Workshop to generate a four-point plan for an effective M&E system for the Tanzanian public sector with the President's Office (Public Service Management and Good Governance); other public sector ministries, departments and agencies; and the Tanzania Evaluation Association.

NOVEMBER

NOV 18–22 Results-Based Management Training Programme at ***8th Kenya National M&E Week***

NOV 29 Evidence mapping: ***How Can Evidence Strengthen Current Responses on Gender Based Violence?***

It's important to increase investment in interventions tested in SA ***Matodzi Amisi #GBVSeminar***



DECEMBER

DEC 10-12 ETHIOPIA: Forum on Strengthening National Evaluation Capacities for the Africa We Want



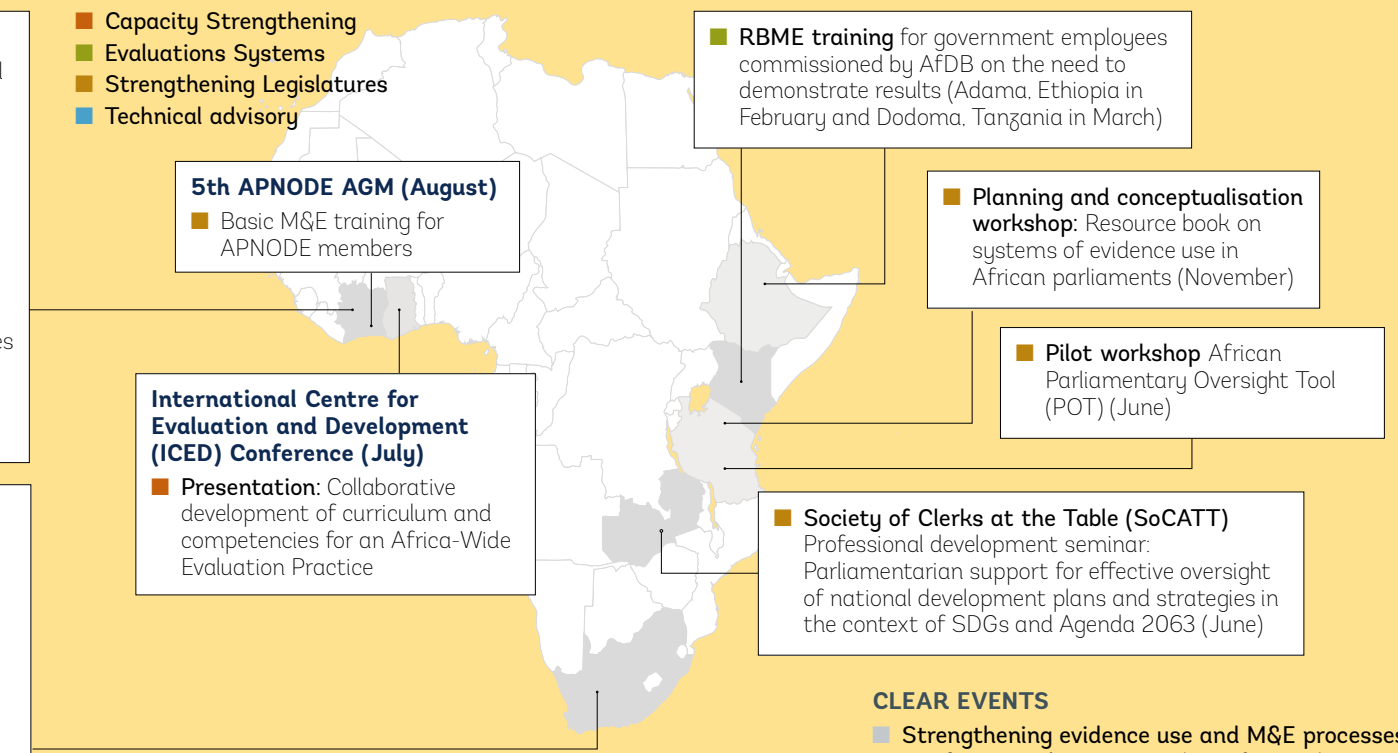
DEC 11 Launch of the African M&E Hub: **http://wiredspace.wits.ac.za/handle/10539/27946**

Wow! This is Great and long overdue … We welcome this with both hands … We talked about this at #MEWeekKE2019 #EvalKE2019

KNOWLEDGE SHARING

AfREA 9th International Conference (March)
- **Accelerating Africa's development:** Strengthening national evaluation ecosystems (opening panel chair)
- **Round table and presentation:** Collaborative development of curriculum and competencies for an Africa-Wide Evaluation Practice
- **Training:** Institutionalising the use of evidence
- **Convened symposium:** Systems of evidence-use in African Parliaments
- **APNODE panel discussion:** Strengthening evaluation capacity in developing countries: challenges and opportunities
- **Paper:** Social media use and parliaments: An entry point for evidence use by parliamentarians – the case of the Young Parliamentarians Association in Tanzania

SAMEA 7th Biennial Conference (October 21-25)
- Looking towards the future: How does M&E adapt, change and evolve?
- Perceptions of the effectiveness of DETPA
- Competencies for an Africa-Wide Evaluation Practice
- Workshop for first year M&E PGdip students about the potential benefits and importance of being part of the local VOPE (SAMEA).
- Institutionalising the use of evidence through M&E systems
- Pre-conference workshop: 2-day National Evaluation course
- Parliaments promoting evaluative evidence use – opportunities and constraints
- Roundtable: Impact Measurement and Management challenges and opportunities in the local investment market from the investee point of view
- Bridging the divide between the evaluation and investment community: how communities can use their skill sets to improve investment decision-making



Glocal
- **Opportunities and constraints for parliamentarians to promote the use of evaluation evidence** gLOCAL Evaluation Week webinar co-hosted with APNODE (June)
- Institutionalising the use of evidence: Case of the South African National Evaluation System
- Trends in demand for evaluation

CLEAR EVENTS
- **Strengthening evidence use and M&E processes in African parliaments.** Webinar for Washington evaluators (December)
- **Perspectives on the long-term outcomes proposed in Clear AA's theory of change**
- **M&E is making a significant contribution to meeting development challenges in Africa**

FOREWORD:
PROF. IMRAAN VALODIA

Chairperson of the CLEAR-AA Advisory Board
Dean: Faculty of Commerce, Law and Management, University of the Witwatersrand

Johannesburg, February 2020

The Centre for Learning on Evaluation and Results (CLEAR-AA) is an important initiative of the Commerce, Law and Management Faculty at the University of the Witwatersrand, and is one of the faculty's projects to advance the university's agenda to achieve social justice and improve social results. The work CLEAR-AA does in building the capacity to use evidence and make better decisions is an important ingredient in efforts to improve governance. CLEAR-AA's key strategy is to work in partnership with individuals, institutions and governments. We see this as the key practice for navigating complexity in the 21st century.

Working in partnership with individuals, institutions and governments is the key practice for navigating complexity in the 21st century.

During 2019, CLEAR-AA appointed a new director, Professor Dugan Fraser, who took over from Dr Laila Smith. We wish to thank Dr Smith for the significant achievements by the centre under her leadership. Professor Fraser has led a process to revise and refresh CLEAR-AA's strategic vision. The new strategy is driven by an effort to formulate and implement country programmes based on collaborative partnerships with a range of stakeholders, and is consistent with the faculty's overarching approach: to achieve collective impact through collaboration.

CLEAR-AA's key strategy is to work in partnership with individuals, institutions and governments. We see this as the key practice for navigating complexity in the 21st century.

An important element of CLEAR-AA's new strategy is the creation of its Research and Learning business line, which aims to generate insights into the field of evaluation capacity development and to build a community of practice both inside and beyond the university. In September 2019, I was pleased to participate in CLEAR-AA's Learning from Performance Review, undertaken by the World Bank's Independent Evaluation Group, where I was impressed by CLEAR-AA's performance and the passion of its staff.

The support of the Independent Evaluation Group is a key factor in the success of CLEAR-AA. A range of other donors, particularly the Swedish International Development Cooperation Agency, have also been important contributors to CLEAR-AA's program. I wish to express the university's gratitude to CLEAR-AA's donors for their support. We are all looking forward to seeing more of CLEAR-AA's great outputs in years to come. ■



EVALUATION SYSTEMS

Improving M&E performance by developing and strengthening national M&E systems

CLEAR-AA's consultative approach means that we work with the custodians of a country's M&E system: government ministries and agencies doing M&E work, civil society organisations and Voluntary Organisations for Professional Evaluation. Stakeholder participation ensures that our in-country partnership programmes are country owned, and local expertise ensures that they are context specific.

2019 highlights

Active development partners

In 2019, CLEAR-AA supported civil society organisations working with the Ministry of Health in Uganda and the Ministry of Water and Sanitation in Ghana to become active development partners in government planning processes and M&E systems.

In-country partnerships

We initiated in-country partnerships in Tanzania, Uganda, Liberia, Zambia, Lesotho, Kenya and Sierra Leone. In Liberia and Sierra Leone, the programmes are managed and implemented by the Ghana Institute of Management and Public Administration (GIMPA), while CLEAR-AA provides technical backstopping.

Collaboration and engagement

Government and non-state development actors tend to work in isolation from each other despite having common development goals. In 2019, CLEAR-AA partnered with Twende Mbele to diagnose and improve collaboration and engagement between civil society organisations and governments.

A new M&E situation analysis tool

Our succinct compilation of situation analysis reports on Zambia, Uganda, Ghana, Kenya and Rwanda provide a basis for understanding and strengthening these countries' M&E systems. CLEAR-AA's has developed a Monitoring & Evaluation Situation Analysis (MESA) tool to do these situation analyses. ■

Active partnerships between civil society organisations and governments drive successful M&E systems.



STRENGTHENING LEGISLATURES

Improving evidence use and M&E processes to support effective decision-making in parliaments

CLEAR-AA's approach to strengthening legislatures across East, Southern and West Africa is based on collaborating with representatives from parliaments and organisations working to support them. CLEAR-AA has collaborated with the African Parliamentarians' Network on Development Evaluation (APNODE) since 2016, and is represented on its executive committee. We learn from and complement our partners.

2019 highlights

Turning our experience into a resource

At a planning and conceptualisation workshop in Nairobi in October 2019, representatives from parliaments and partner organisations declared their interest in authoring various chapters for a book that will document what we're learning and offer it as a resource.

Informal communities of practice through online forums have become rich spaces for sharing learning and resources and for exploring collaborations.

Exploiting digital technology to power parliamentary oversight

The African Parliamentary Oversight Tool is being developed as a workflow-supporting app for parliamentarians and parliamentary staff to manage how they find, access and use information to make decisions. A participatory piloting workshop was held in Nairobi in June, with representatives from 10 parliaments and the African Parliamentarians' Network on Development Evaluation.

Navigating the politics of evidence use

One of our challenges is supporting parliamentarians and parliamentary staff to navigate the competing interests in evidence use in the complex, dynamic, political institutions that parliaments are. Working closely with parliamentary representatives themselves is a particularly valuable way to explore how evidence use in parliaments can be strengthened. ■

CLEAR-AA's wide-ranging collaborative work is delivering a trailblazing body of knowledge on systems of evidence use in African parliaments.



CAPACITY STRENGTHENING

Strengthening individual and organisational capacity to plan, use, do and manage M&E

2019 highlights

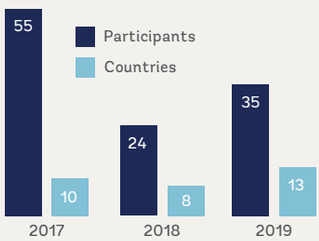
Context-driven, practice-based M&E training for Africa

Thirty-five participants from thirteen countries benefitted from CLEAR-AA's annual two-week Development Evaluation Training Programme in Africa (DETPA) in September 2019, now in its third year.

Participant feedback: DETPA 2019

- Context relevant curriculum
- Quality facilitation
- World-class coordination

Twende Mbele and 3ie provided scholarships. The field visit was in partnership with the Department of Planning, Monitoring and Evaluation (DPME).



Global M&E training

CLEAR-AA partnered with the International Programme for Development Evaluation Training (IPDET) to support their agenda of ensuring inclusivity and contextual relevance to regions such as Africa. CLEAR-AA co-delivered three of the core course modules, and our associates facilitated a specialised workshop on building national evaluation systems. We also facilitated the Programme in Rural M&E (PrIME), a high quality, global and sustainable training programme in M&E for rural development professionals, to a cohort of international practitioners, in partnership with CLEAR Latin America and the Caribbean (CLEAR-LAC) and the International Fund for Agricultural Development (IFAD).

Teaching partners at IPDET 2019: IPDET, University of Bern, Centre for Evaluation (CeVAL), Twende Mbele, 3ie, AfrEA, PrIME, GIMPA

M&E curriculum development experts

CLEAR-AA presented the M&E competencies curriculum, developed collaboratively with universities across Africa, to a number of conferences, including the 9th African Evaluation Association conference in Abidjan, Côte d'Ivoire. We are working with universities in Uganda and South Africa on possibly piloting the curriculum. In addition, we reached an agreement with the Chair in African Philanthropy at the Wits Business School to begin developing Africa's first Master's programme in Impact Management.

CLEAR-AA's expertise in M&E curriculum development is gaining traction across Africa.

CLEAR-AA continues to develop a growing compendium of high-quality courses that can be tailored to meet the M&E capacity-building demands of a variety of clients. In 2019, we refined and packaged our more popular courses: M&E Planning and Management, and Theory of Change.

In 2019, we secured more than ten scholarships for training events through our partnerships with organisations like Twende Mbele, 3ie and the World Food Programme, building on previous years' commitments. Expanding these commitments can ensure greater access to high quality M&E capacity building opportunities in Africa. CLEAR-AA's offerings cannot be limited to those with financial resources, but must be accessible across Africa.



TECHNICAL ADVISORY

Assisting governments and private institutions to strengthen institutional systems of evidence while driving organisational change towards a culture of evidence use

CLEAR-AA has become a key player in skills development in South Africa.

2019 highlights

- Ongoing work with the Transport Education Training Authority
- **Seminar on evidence use in sector skills planning and development of the SETA-wide M&E framework**. Collaboration with Rhodes University and the Department of Higher Education and Training (DHET)
- **Chair of Impact Measurement and Management Working Group**, whose priority was understanding the landscape for measuring impact investing in South Africa in order to build measurement standards. Research with the Bertha Centre at the University of Cape Town and the Global Impact Investing Network.
- **Applied research** on South Africa's social justice landscape for a private donor.
- **Journal article** from panel discussions at the 9th African Evaluation Association conference. ■

CLEAR-AA advocates for evidence-based decision-making in skills development.

RESEARCH AND LEARNING

Driving CLEAR-AA's research agenda

CLEAR-AA established our Research and Learning business line in late 2019 to drive CLEAR-AA's research agenda, previously under the Strategic Knowledge Management and Research unit. Research and Learning's work cuts across all the other business lines, and is designed to enable CLEAR-AA staff to improve their performance and share knowledge with other stakeholders. Our first study looked at M&E system capacity-strengthening in eight African countries.

Lessons for M&E system capacity-strengthening from eight African countries

- In resource-constrained countries, strengthening the evaluation skills of performance monitoring staff will contribute to addressing the M&E skills shortage and foster a culture of using evidence in decision-making at the implementation level.
- M&E system capacity-strengthening needs are not homogenous, hence the need for an inclusive needs assessment.
- The design of capacity-strengthening approaches needs to factor in the country context. An M&E system's functionality depends on the context in which it is operating. Organisational culture and norms are nuanced by local context.
- Technical support and financial resources are required to develop functional and effective M&E systems. ■

CLEAR-AA's research and learning studies provide practice guidance to individuals and organisations working in the M&E capacity-strengthening space in Africa.



ANNUAL FINANCIAL STATEMENTS

January to December 2019

STATEMENT OF COMPREHENSIVE INCOME

	2019	2018
Income	**13,038,682**	**18,882,091**
Grant income from multi-donor trust fund (MDTF) / World Bank	7,165,779	6,301,552
Swedish Sida		7,562,263
Other income	5,872,903	5,018,277
Operational expenses	**6,218,741**	**8,097,802**
Audit expense	283,485	68,012
Catering	264,829	204,638
Conference fees	472,136	587,891
Consultant fees	2,271,359	2,919,871
Cost recovery expense	94,877	1,003,377
Course expenses	260	19,046
Marketing and promotions	34,018	32,215
Travel and accommodation	1,781,740	2,718,536
Other expenses	1,016,037	612,227
Salaries and Benefits	**8,116,799**	**10,327,381**
Salaries & benefits – Academic	3,209,621.6	2,859,167
Salaries & benefits –Support	4,907,177.4	7,468,214
Total expenses	14,335,540	18,425,183
Net Surplus/ (Deficit)	**7,063,199**	**7,313,140**
Surplus as at Dec 2019	1,296,858	456,908
Adjusted opening balance	8,360,057	6,856,232
Prior year surplus /(Deficit)	8,103,657	-
Less: Adjustments from 2018	256,400	-

Note: The Centre's Financial Statements have been prepared on the cash basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles, under the cash basis of accounting, revenue is recognized when paid rather than when earned, and expenses and purchases of assets are recognised when paid rather than when the obligation is incurred. Accordingly, the accompanying financial statements are not intended to present the financial position and statement of activities in confromity with GAAP.