

ANNUAL REPORT

FGV EESP CLEAR

2022



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Evaluate to improve people's lives

Over the eight years of the existence of **FGV EESP CLEAR** (Learning Center on Evaluation and Results for Portuguese-speaking African countries and Brazil), from 2015 to 2022, our team has worked to spread, in Brazil and Portuguese-speaking African countries, the culture of evaluation and evidence-based decision making. Political leaders around the world have gradually been faced with extremely complex and challenging public problems, especially regarding climate change and the paradigm revisions from the global covid-19 pandemic.

The core of our concern at **CLEAR** is to train people to **follow, monitor and evaluate public policies developed with the purpose of achieving the Sustainable Development Goals (SDGs)**. We believe that only a solid culture of **evidence-based public management will make contemporary democracies better prepared to face major global issues**, such as social inequalities, climate, human rights, race, and gender, among others.

FGV EESP CLEAR is one of the implementing partners of the **Global Evaluation Initiative (GEI)**, and we aim to **build links with governments, political leaders, public managers, and civil society actors** to identify problems and develop stronger and more institutionalized **Monitoring and Evaluation (M&E)** systems.

GEI is a global network that supports the monitoring and evaluation of public policies in developing countries. For us, the equation is simple: using evidence makes people's lives better, because trajectories can be revised, programs can be improved, and better solutions can be implemented, **always respecting local culture and experiences**.

In 2022, we consolidated our activities for Portuguese-speaking African countries, especially with Mozambique and Cape Verde, carrying out missions with the governments of these countries. We increase our responsibilities and, at the same time, we have a unique opportunity to strengthen our network for the dissemination of knowledge, proposing innovations, in addition to solid and interconnected partnerships.

In Brazil, the **M&E** ecosystem has become increasingly robust, with national and regional experiences that are expanding and multiplying, and **CLEAR** is following this story closely. In 2022 alone, we offered evaluation consulting services for 4 **CMAP** (Council for Monitoring and Evaluation of Public Policies) Cycle projects of the federal government, in partnership with **ENAP** (National School of Public Administration). Moreover, we have advised on evaluations in sub-national spheres, such as in Recife, capital of the state of Pernambuco, and Niterói, a municipality in the state of Rio de Janeiro.

Throughout the trajectory of the CLEAR center, based in São Paulo, Brazil, our team's analysts, researchers, and specialists have become true educators. Our goal and our main challenge are to disseminate the culture of evaluation and evidence-based decision making, with the exchanging of experiences and technical assistance, circulation and dissemination of knowledge, capacity building, and the training of people. The transmission of knowledge, therefore, is as important as the results obtained by our partners.

The covid-19 pandemic has forced many governments to revise public policy designs. The new worlds opened up by advances in information technology, the use of artificial intelligence and big data, expand the answers that can be provided in public policies, but also require solid research and greater preparation to deal with the numerous ethical and governance challenges that lie ahead in the near future. In this context, we have the responsibility of **stimulating and proposing innovations in the connected world, with new technologies, systematizing knowledge.**

CLEAR's work is only possible due to the belief in multi-disciplinarity and the partnerships built over the years. We are extremely grateful to the dedication of all the professionals on our team, to the partners who are committed to effective public policies and more transparent governments, and to the multiple donors who finance GEI projects and their partners, led by the World Bank and the UNDP (United Nations Development Program). It is this network, which believes in the culture of evaluation as a tool to improve the lives of people, especially those who are most vulnerable, that makes all these projects possible. ■

André Portela, FGV EESP CLEAR Director



Lycia Lima, FGV EESP CLEAR Deputy Director



About us

The CLEAR team for Portuguese-speaking African countries and Brazil includes 27 professionals and multidisciplinary researchers. Based at the Getulio Vargas Foundation School of Economics in São Paulo (FGV EESP), it is one of the implementing partners of the Global Evaluation Initiative (GEI), a global movement to meet the growing demand for evidence-based decision making by governments, donors, and funders of public policies and programs.

What we do

Our team contributes to strengthen the culture of evidence use in government management in Brazil and Lusophone Africa, and to institutionalize Monitoring and Evaluation (M&E) systems for public policies.

How we work

FGV EESP CLEAR partners with governments, universities, researchers, civil society, and the private sector to create, develop, and consolidate monitoring and evaluation skills. We qualify, train, and offer technical assistance to our partners to foster M&E practices. We also work to generate new evidence that may serve as input for our partners.

Where we operate

CLEAR operates in Brazil and in Angola, Cape Verde, Guinea Bissau, Mozambique, and São Tomé and Príncipe.

Why we monitor and evaluate

The Monitoring & Evaluation tools are crucial in assisting governments in evidence-based decision making processes. Every government needs to measure and guide its actions regularly and systematically throughout the public policy cycle, improving the goods and services offered to the population.

FGV EESP CLEAR's work is structured in an interdisciplinary manner along four lines within its partnerships with independent evaluators, managers, government agencies, universities, researchers, the private sector, and civil society.

**TECHNICAL
ASSISTANCE
TRAINING
EVIDENCE
GENERATION
DISSEMINATION
OF KNOWLEDGE**

The 4 CLEAR
PILLARS

DEVELOP A CULTURE OF EVIDENCE-BASED DECISION MAKING

In 2022, CLEAR provided evaluation advisory services to national and subnational governments in Brazil and Portuguese-speaking African countries. The goal is to transfer technology and knowledge, enabling our partners to conduct their own evaluations of public policies and the programs they implement.

Collaborative diagnosis and integration with partners:
1st CALL FOR RAPID EVALUATION

Call for Rapid Evaluation

1st step

27 registrations
17 SDGs covered

2nd step

100 participants (government, civil society and universities) in the Rapid Evaluation minicourse
5 countries
(Angola, Cape Verde, Brazil, São Tomé and Príncipe and Mozambique)

3rd step

4 evaluation proposals selected (individual mode)
3 evaluation proposals selected (collective mode)
Evaluation committees - government, society and universities



Objectives:
strengthen evaluative skills and the culture of public policies based on evidence, besides promoting evaluation initiatives associated with the 2030 Agenda for Sustainable Development.

CLEAR received **27 applications** from countries and governments interested in receiving technical assistance to help them conduct **rapid evaluations** through customized mentoring and monthly coaching sessions conducted by our team. Among them, **4 were selected** for **individual evaluations**, which were carried out during **2022**. The policies analyzed had to contemplate the Sustainable Development Goals (SDGs) and promote evaluation initiatives associated with the **2030 Agenda**, with emphasis on the **eradication of poverty**, **reducing inequalities**, healthy living, and **promoting the well-being** of people of all ages. CLEAR's technical assistance was provided on a pro bono basis. The Call was launched in late 2021 with the purpose of strengthening evaluative skills and the culture of evidence-driven public policies, and the advisory services took place in 2022. ■



MOZAMBIQUE: Public interest in Water

Our partnership with the government of Mozambique began in 2020 when, together with the United Nations Children's Fund (UNICEF), CLEAR conducted an analysis on the use of evidence in the country's Voluntary National Review (VNR). At that time, in addition to diagnosing M&E needs and capacities, we helped partners by providing training on the use of evidence in the public policy cycle and supported the development of a proposal to institutionalize evaluation in the country.

In 2022, the government of Mozambique received mentoring services and workshops from CLEAR professionals throughout the year for the country's **pilot Water Policy evaluation**, promoted by the Ministry of Economy and Finance.

“As a researcher and advisor in the process, it was very gratifying to see, from start to finish, the designed, coordinated, and widely implemented evaluations take shape and offer concrete findings and recommendations for the improvement of the programs.”

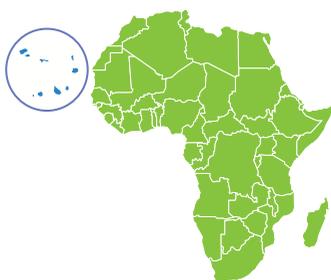
Marina Lafer
CLEAR researcher

A preliminary report on this public policy was produced in December 2022 to provide input for the government to decide the next steps in this policy. With the help of the CLEAR methodology, our partners were trained to create their own evaluation techniques.



The CLEAR mission was in Mozambique in September 2022, meeting with technicians from the National Monitoring Board.

In 2022, our team also participated in **two missions to the country** with members of the government and UNICEF. The goal was to assist the government of Mozambique in **building the National Evaluation System**. With our help, the government of Mozambique wants to better understand the governance of evaluation, its flows and processes. ■



CAPE VERDE: Better City Planning

FGV EESP CLEAR's link with the Cape Verde government also began in 2020, starting with an M&E Evaluation of Capacity Needs, which evolved into a joint Monitoring and Evaluation training and the institutionalization of a National Monitoring and Evaluation System.

For the 2022 call, a policy dealing with **land use** was selected, the **National Directive for Territorial Planning (NDTP)**, which was implemented by the National Institute for Territorial Management (NITM). The Cape Verdean government has created this policy in order to plan and control construction in the country so that it follows regulations aligned with urban planning. Are the citizens aware of these regulations? From 2014 to 2020, did the country's land subdivisions and construction follow the best practices? The CLEAR evaluation helped the government answer these questions.

In 2022, the CLEAR team also participated in a mission to Cape Verde between late March and early April. Through meetings and workshops with public officials from the Cape Verde government, CLEAR supported the revision of the 2022-2026 Strategic Sustainable Development Plan (SSDP), with the ultimate goal of strengthening the country's monitoring and evaluation ecosystem.



Priscilla Bacalhau, Gabriela Lacerda, Marina Lafer and staff from the Cape Verde Ministry of Family, Inclusion and Social Development.



Marina Lafer, Priscilla Bacalhau, André Portela, Gabriela Lacerda, from CLEAR, with the National Planning Director of the Ministry of Finance and Business Development of Cape Verde, Gilson Pina, and staff.

“The evaluations confirmed that the engagement of governments and the proper use of Monitoring and Evaluation (M&E) tools enhance the results of public policies. The use of these tools can transform challenging issues into opportunities, generating social and management gains.”

Fernanda Caires

CLEAR researcher who accompanied the Cape Verde government team

During the mission, meetings were held with civil society, the University of Cape Verde, the World Bank, and the United Nations Development Program (UNDP). Also during this meeting, the Deputy Prime Minister and Minister of Finance and Business Development, Olavo Avelino Garcia Correia, and our director, André Portela, signed a Memorandum of Understanding, establishing cooperation between the government of Cape Verde and CLEAR for the coming years.■

RECIFE: Build the peace and citizenship culture in working-class neighborhoods

The Municipality of Recife, a city in the northeastern region of Brazil, evaluated the **Centros Comunitários da Paz (COMPAZ – Community Centers)** with the help of CLEAR. The public policy was adopted to try to prevent and reduce urban violence in the working-class neighborhoods of Recife, promoting social inclusion and strengthening the sense of community based on the installation of equipment that can contribute to building a culture of peace. The policy was inspired by the Colombian experience of Bibliotecas Parques (Park Libraries) and offers courses and activities in sports, education, health and well-being (psychological care), and culture to the communities, children, young people and adults in vulnerable situations.

During the evaluation, the goal was to analyze elements of the policy’s implementation and results, better understanding the effectiveness of Compaz, the users’ perception, and the beneficiaries’ level of satisfaction. Based on the results, the conclusion was that the policy increases inclusion and access to services and opportunities. Based on the data, the local government intends to adopt measures to improve and expand the policy.

CLEAR had the role of assisting in the evaluation conducted by the Center for Public Policy Evaluation and Data Science (NAPCD) of the Municipality of Recife. Our professionals conducted workshops with the NAPCD team and managers. The results provided support for the management and planning of the existing centers, and for the construction of the fifth center, which is in progress.

At the end of the assistance, the City Hall teams autonomously prepared an Action



CLEAR team presenting MESA to managers in Recife, from the Public Policy Evaluation and Data Science Center (NAPCD).

Plan based on the findings of the rapid evaluation. Compaz was awarded the 2022 United Nations Public Service Award, in the category, "Improve the effectiveness of public institutions to achieve the Sustainable Development Goals (SDGs)." ■

“We dedicated ourselves to learning about the needs and specifics of Compaz, municipal management, and the municipality's evaluation guidelines. Participatory evaluation allows for a more effective appropriation of the results and their use in policy decision making, such as in the present construction of new community centers.”

Priscilla Bacalhau
FGV EESP CLEAR researcher

NITERÓI: Incentives to Prevent School Dropout

Niterói, in the state of Rio de Janeiro, was the first municipality in Brazil to adopt a municipal M&E system, the Niterói Information Management and Evaluation System (Simagi). Selected in the call, the Municipality of Niterói wanted to evaluate the **School Savings Program**, which provides an annual financial incentive (ranging from R\$ 1,200 to R\$ 800) for young people to complete elementary and high school in the public school system. There are conditions for paying the benefit: passing grades in all classes, an annual attendance of at least 75%, and participation in mandatory extracurricular activities, such as courses and workshops. The beneficiaries must have lived in Niterói for at least one year. Because City Hall was in the process of expanding the program, the evaluation was viewed as crucial by local managers. The City Hall's projection for 2022 was to serve 5,000 students with the public policy. ■

“The program is at a moment of expansion, so it was strategic to perform the rapid evaluation now. The fact that it is a quick evaluation helps incorporate the results at this moment of expansion.”

Jorge Teles
Director of Public Policy Evaluation of the Niterói Municipal Department for Planning, Budget and Management Modernization (Seplag)

CLEAR also assisted in the evaluations of the following public policies qualified in the call (without exclusive mentorship, but with **monthly and collective guidance sessions**):

- National Plan to End Tuberculosis as a Public Health Problem (Health Department)
- Program for the Direct Purchasing of Food (Department of Labor, Assistance and Social Development of the state of Espírito Santo)
- Ceará: the Health Department participated in meetings with CLEAR to evaluate the Better Care Program, whose objective is to increase partnerships between the state and municipalities and reduce child mortality, mortality from Cerebrovascular Accidents (stroke) and Acute Myocardial Infarction, and mortality from motorcycle traffic accidents.

MESA, the global diagnostic tool

Based on the exchange of experiences between the six global CLEAR centers and the Global Evaluation Initiative (GEI), the **MESA (Monitoring and Evaluation Systems Analysis)** tool was launched in February of 2022.

MESA is a flexible framework that CLEAR researchers use to diagnose a country, state, municipality, region, or sector (such as telecommunications, energy, education, etc.) M&E system. The tool's goal is to improve the identification of gaps and opportunities to strengthen the capacities of M&E systems. MESA consists of applying basic guiding questions to our partners about public policies implemented or under implementation, and more in-depth questions to guide the diagnosis. The technique is organized into different dimensions of analysis: context; overview of planning, budgeting and M&E systems; monitoring and information transparency systems; and evaluation systems.

MESA can be used by CLEAR partners in the Global Evaluation Initiative, by government actors, academic researchers, and civil society organizations in the M&E field. CLEAR has conducted situational diagnostics, applying MESA, in Cape Verde, Mozambique, São Tomé and Príncipe, the state of Ceará and the municipality of Recife (PE), in the Northeast region of Brazil.

Benefits



Diagnostics generated by the MESA application guide initial reflections to facilitate in-depth analyses on an M&E system



The information generated guides the preparation of capacity development strategies together with actors from sub-national and national governments, region or specific sectors



Measuring and monitoring of an M&E system's data and results over time

Mozambique prepares an original Evaluation Manual

CLEAR researchers participated in **two missions to Maputo** in March and September 2022. The country's government already has legislation on Monitoring and Evaluation, but is relying on CLEAR's staff to help develop a periodic institutionalized policy, involving various actors from government and civil society in Mozambique. The main action last year was to support the

government in preparing a **Monitoring and Evaluation Manual**, delimiting the types of evaluation that can and should be performed in different areas and ministries, as well as the definition of deadlines and criteria for its achievement. The manual was also prepared in partnership with UNICEF.

The idea is to disseminate the manual within the government in order to delve into the culture of evaluation. In one of the excerpts, the publication emphasizes the need

to develop an Action Plan for each evaluation. All of these plans will be supervised by the M&E Department of the government of Mozambique, together with the responsible Sectorial Department. In addition, the Council of Ministers will have access to all plans in order to improve the program's design, implementation and/or results. ■

Cape Verde faces the challenge of institutionalizing the evaluation policy

The country's government is preparing a Strategic Sustainable Development Plan (SSDP) 2022-2026, which presumes the strengthening of the M&E ecosystem. To assist in this process, the CLEAR team used the MESA tool. The proposal is that various methodological guides can be produced to orient the government's action, also defining the allocation of budget resources based on evaluations of public policies in day-to-day administration. Discussions are also underway on the consolidation of normative arrangements for the institutionalization, in Cape Verde, of a systematic Monitoring and Evaluation policy.

Seven CLEAR researchers became involved in the partnership with the Cape Verde government, holding a series of technical advisory workshops throughout the year not only with government actors, but also with members of civil society, the University of Cape Verde, the World Bank, and the United Nations Development Program (UNDP). An in-person mission was conducted in the country with the CLEAR team, between late March and early April of 2022, to strengthen the country's Monitoring and Evaluation (M&E) capacities. ■

Recife structures an evaluation policy for the municipality

CLEAR supports the design of a governance framework for the Municipality of Recife to conduct systematic evaluations of public policies implemented by the municipal government. By adopting a municipal evaluation policy, with guidelines, practices, processes, and governance, the local government incorporates a culture of evidence-based decision making. The proposal, in partnership with CLEAR, delimits when and how evaluations should be performed, identifies all actors involved, and, above all, points out how the government will use the data collected.

The MESA tool was applied to map the existing evaluation ecosystem within the government and produce a broader diagnosis. The **FGV EESP CLEAR** team began holding meetings with the government in June and July. In August, the researchers were in the municipality to collect data. Based on this work, an evaluation policy strategy will be designed. In November, the actors involved presented the preliminary data obtained. A final report was sent to City Hall in December. The goal for 2023 is to prepare a new design for the proposal. ■

The use of evidence for the benefit of governments: the case of Minas Gerais

The CLEAR team participated in the launching of the **Annual Plan for Monitoring and Evaluation in Public Policies** of the government of Minas Gerais. The plan was conducted by the João Pinheiro Foundation (FJP), a public agency that develops studies for the planning and management of public policies in the state. Minas Gerais, along with Espírito Santo and Ceará, is one of the three Brazilian states to have an institutionalized evaluation system.

In 2022, this partnership analyzed 9 public policies implemented in the state, with emphasis on actions in the areas of sustainability, tackling climate change, crime reduction and prevention, and policies for youth. The previous year, in November 2021, the government of Minas Gerais had instituted, by Decree No. 48.298, the State System for the Monitoring and Evaluation of Public Policies (Sapp-MG).

The evaluations of public policies established for the 2022 cycle focused on identifying whether the users of the services were actually benefiting, and whether citizens' lives were improving. Besides the concern with the use of public resources, the plan also focuses on performing impact evaluations in a systematic manner.

For governmental actors, the Annual Evaluation Plan intends to overcome the logic that the evaluation should only be performed at the end of the program, to abandon the punitive logic, to incorporate the culture of evaluation in all governmental structures, and to didactically communicate the results and diagnoses found.

The development of a sub-national M&E system is an innovative process in Brazil and in the world, and CLEAR intends to fully support Minas Gerais, with partnerships that might be formed in the future.

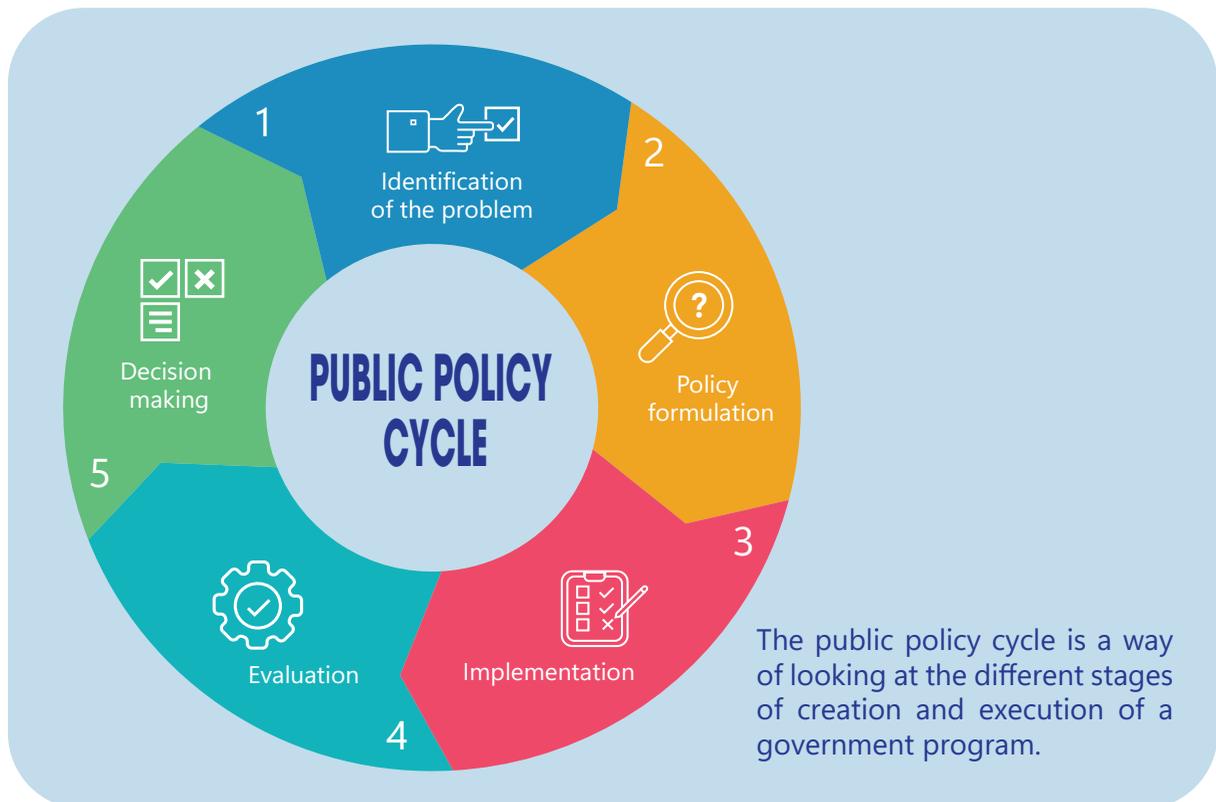
In Brazil, the link with the federal government

CLEAR has acted as a partner of the National School of Public Administration (Enap) to evaluate public policy cycles. Enap's work is crucial in Brazil to strengthen the federal government's M&E ecosystem, which was institutionalized in 2019 with the creation of the Public Policy Monitoring and Evaluation Council (Cmap). Different ministries and federal administration agencies call on Enap whenever there's a demand for public policy evaluations due to the expertise of its professionals.

The collaboration of the CLEAR team with Enap started in 2020, when the researchers participated in discussions that culminated in the preparation, based on the federal government's evaluation guides, of templates to assist managers and civil servants, from any sector of the federal public administration, in carrying out different types of evaluation. This material is currently being used in the evaluation consultancies offered by Enap.

In 2022, CLEAR acted as **technical advisor in evaluations of four cycles of public policies** based on Enap's requests. In this joint work, the role of CLEAR professionals is not as evaluators, but as advisors. Our team provides technical inputs to help the policy evaluator determine the evaluation question and understand whether the designs are effective in achieving the expected results.

For each evaluated cycle, we hold an **average of 10 workshops** to support the evaluation team and build the evaluation instruments, always in a collaborative manner.



The following public policy cycles were evaluated:

1. National Plan for the Use and Production of Biodiesel, from the Environment and Mines & Energy Departments (inter-sector policy)
2. The University for Everyone Program (ProUni, from the Department of Education)
3. Elementary School Education Evaluation System (Saeb) - evaluation on the dissemination of the evaluation data (Department of Education and the National Institute of Educational Studies and Research, INEP)
4. National Policy for the Promotion of Technology and Healthcare - evaluation focused on budgetary actions (Science and Technology Office of the Department of Health)

“It is crucial that public administrators actively participate in the evaluation process, share their impressions, their difficulties, and give us feedback. CLEAR will support the teams to answer evaluation questions. The work needs to be collaborative, aligned and continuous.”

Camila Soares
CLEAR researcher

In addition to evaluating cycles, Enap also opens evaluation windows annually in order to support various programs and policies of the federal public administration. The School has also invited CLEAR to assist in these capacity-building and training processes.

Within the windows, the administrators register and present their evaluation requirements. CLEAR assisted the **evaluation of the impact of Sports ICMS (state sales tax)**, in Minas Gerais, a policy to promote sports in the cities of Minas Gerais.

There's a huge demand in the federal public administration for evaluation consultancies, especially for the exchange of experiences regarding policy design. The collection of information about all of these evaluations at the federal level, in a pragmatic and agile manner, with the exchange of experiences and feedback, has created an important legacy and reference for the evaluation ecosystem in Brazil.

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STRENGTHEN MONITORING AND EVALUATION SKILLS

In order for an ecosystem of excellence in M&E to be consolidated, its professional network must expand and enhance its knowledge, and improve its own practices. CLEAR offers on-demand training courses, workshops and mentorships to public servants, academics and members of civil society. 2022 was marked by innovations in this line of work:

Professional Master's degree at FGV, with emphasis on public policies

Through a partnership between CLEAR and the Getulio Vargas Foundation School of Economics in São Paulo (FGV EESP), a new master's degree program has been created, whose dynamic approach consists of a fusion of practical and theoretical experiences. Offered by the FGV School of Economics in São Paulo, the two-year master's program had its first graduating class at the end of the first semester of 2022. CLEAR has made an agreement with the coordination of the EESP master's program to offer courses. Certain specific courses with emphasis in public policies were designed together with CLEAR.

Introduction to M&E Online Course

An online, asynchronous course on Monitoring and Evaluation of Public Policies, offered through the **FGV course platform**, was designed by the CLEAR team in 2022. Starting in October, **26 video lessons** were recorded at FGV's studio in Rio de Janeiro by the CLEAR Center researchers. The distance learning course, which is **free of charge**, is available to all interested parties. Each class has an average duration of 10 minutes and covers basic M&E topics and techniques.

Rapid Evaluation Course - Audit Court of the State of Rio de Janeiro

The course developed by CLEAR offered 30 seats to public servants of the **Audit Court of the State of Rio de Janeiro**. In the hybrid model (online and face-to-face), 13 classes were offered, from October to December 2022, organized in 3 modules: I) Introduction to Rapid Evaluation; II) Templates, dimensions and uses of Rapid Evaluation; and III) Methodologies applied to Rapid Evaluation.

Rapid Evaluation is a type of ex-post evaluation, whose main characteristic is speed,

and is recommended for dynamic contexts that require quick decision-making. Starting from an overview of information about the current state of the public policy, points for improvement are identified. At the end of the course, the students had to present an Rapid Evaluation Plan.

The CLEAR partnership with a control agency for a training course, opens a range of opportunities in the evaluation ecosystem, as it reflects a new era of concern with the results of public policies in Brazil.

Training in Monitoring and Evaluation (M&E) - Lemann Foundation

With the main focus on impact evaluation, 16 analysts from the Lemann Foundation took the course prepared by CLEAR. With two weekly classes, the course started in October of 2022 and ended in February of 2023 (13 classes in total).

The training course is offered by the Foundation to analysts, area coordinators, and strategists so that they can better understand the concepts, methodologies, advantages, and limitations of evaluative processes, becoming qualified to put together reference terms, perform the hiring for the M&E, and understand the results presented. As a final assignment, the students chose a fictitious public problem related to education and proposed a public policy to solve it.

Network for the Development of Evaluation Skills (ReDeCA)

In August of 2021, the Inter-American Development Bank (IDB) created a network of state and regional development banks to offer M&E training courses in partnership with CLEAR. The pioneering initiative aims to strengthen M&E systems and skills in Latin America and the Caribbean. ReDeCa also aims to be a forum for the exchange of ideas, knowledge, and best practices in the area of public policy. The project started in Brazil to be replicated later in other countries. In 2022, the CLEAR technical team supported the courses.

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GENERATE MONITORING AND EVALUATION KNOWLEDGE

One of CLEAR's missions is to facilitate access to specialized Monitoring and Evaluation knowledge for public managers, the area's professionals, researchers, and students. To this end, we have developed technical publications (such as M&E guides and manuals), academic publications, and evidence syntheses. This material is freely available on our website.

Improving the evaluation governance in Portuguese-speaking African countries and Brazil

The CLEAR team has prepared a comprehensive questionnaire to better understand how - and if - Portuguese-speaking African countries and Brazilian states and municipalities evaluate their public policies. The purpose of this survey is to make a diagnosis of public policy governance in these countries, to map the evaluation ecosystems, if they exist, if there is a legal framework, if the evaluation policy is institutionalized, and if the attributions for carrying out M&E actions are well defined. After this bold data collection step, it will be possible, with a diagnosis in hand, to propose a few planning actions. We believe that this broad data collection can provide subsidies for future collaboration actions between our team and different governments, offering capacity-building courses, training, and the drafting of manuals, strengthening the culture of evaluation and evidence-based monitoring globally.

The questionnaire followed **OECD (Organization for Economic Cooperation and Development)** standards, which in 2020, conducted a similar survey with 42 countries around the world. With a language adapted to Portuguese-speaking African countries and Brazil, and taking into account local and cultural peculiarities, the survey will now be expanded at the initiative of CLEAR.

In Brazil, 78 questionnaires were sent, 1 for the federal government, and 77 applied in the 27 states of the federation, and in 50 municipalities with a population of more than 500,000 inhabitants. CLEAR used the FGV platform to apply the questionnaires. ■

From childhood to adulthood: an original impact evaluation in Brazil

The **Primeira Infância Melhor Program (Better Early Childhood, PIM)**, created by the government of Rio Grande do Sul in 2003, is the longest-running inter-sector public policy focused on comprehensive early childhood development implemented in Brazil. The program consists of home visits to monitor children's development and provide guidance to parents. Over almost two decades, it has already assisted 200,000 families.

The PIM Program is being evaluated by a team of CLEAR researchers since 2018, with the separation of two groups, for possible comparison of the program's effects: that of beneficiary families (treatment group) and that of families not in the PIM Program (control group).

During the covid-19 pandemic, CLEAR experts helped the government of Rio Grande do Sul to redesign the policy, with adaptations for the remote care of the families. The survey with the beneficiaries was done in 2018, in an initial stage, and in 2021. In 2022, the data was analyzed and it was possible to publish the first results about the program's impact:

- Families benefiting from the program (in the treatment group) spend 12 additional hours with their children, which equals two additional hours of family contact per day
- These families applied 22% less physical punishment (punishment and violence) to the children when compared to the control group
- Parents being monitored by the PIM Program bring more books home (14.4% higher probability) and read more with their children
- Parents enrolled in the PIM Program are 13.2% more likely to teach songs than caregivers of children who are not monitored by the program

“We found suggestive results that the program improves the caregivers’ parenting skills overall, and this includes, for example, positive practices and the quality of the caregivers’ relationship with their children. In other words, the PIM Program improves parenting aggregation.”

Gabriel Weber
CLEAR economist and researcher

Solid evidence shows that early childhood interventions have the potential to generate effects for the rest of people's lives, in several dimensions, from child development to cognitive skills, also influencing performance in the labor market.

CLEAR, in a unique manner in Brazil, will make a longitudinal (long-term) evaluation about the PIM Program. The idea is to follow the development of these children at different stages of life to collect robust evidence on the effects of the public policy over the years. ■

EVALUATION OF THE PRIMEIRA INFÂNCIA MELHOR PROGRAM



The Primeira Infância Melhor Program (Better Early Childhood, PIM) is an intersectorial public policy of the Brazilian state of Rio Grande do Sul that promotes early childhood development.

2,419 children up to 3 years of age from families with a socioeconomic profile considered to be aligned with the PIM eligibility criteria were randomly allocated between an intervention group and a control group



After random draws, there were two period of data collection (2018 and 2021), and the interviews were answered by the child's primary caregiver.

In December 2018, 502 caregivers were interviewed in person

In the second round, in the second half of 2021, 478 caregivers were interviewed by telephone

Research Timeline

Impact Evaluation Research of the PIM Program

The research aimed to identify and measure the impacts caused by the program on child development, parenting, and family access to public services.

- 2017 Partnership between research institution, funding organizations and the Rio Grande do Sul State Health Secretariat to evaluate the program's impacts.
- 2018
 - First 4 municipalities participating in the study
 - Face-to-face data collection
- 2019
 - Lessons learned from the first stages of research and process improvements
- 2021
 - Revision of the Program's Theory of Change
 - Telephone-based data collection
- 2022
 - Closing of the second data collection stage
 - Data analysis

Evidence Synthesis and Studies

The Lemann Foundation has also partnered with CLEAR to produce a synthesis of evidence on the relationship between the quality of education and economic growth. The 7-page document was produced based on empirical articles using data from several countries, and a review of the literature on public policy.

CLEAR is also conducting a socioeconomic study to evaluate the impact of the effects of the two **dam disasters in the Minas Gerais municipalities of Mariana and Brumadinho**. Based on the evidence produced in this evaluation, the state is designing a strategy for the environmental recovery of the regions. The Rio Doce (Mariana) river project was completed in November of 2022, and the Rio Paraopeba (Brumadinho) river project is in progress. ■

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DISSEMINATE MONITORING AND EVALUATION KNOWLEDGE

We believe that it is necessary to disseminate, in a didactic and broad manner, the M&E knowledge and practices that stand out around the world and especially in Portuguese-speaking African countries and Brazil. To communicate CLEAR's activities and projects, we organize face-to-face and remote events and increase the center's visibility with the dissemination of news, reports, interviews, and podcasts. All the content are published in our website and social media to inform, in a transparent manner, our actions, strengthening the culture of Monitoring and Evaluation.

Exchange of experiences during the gLOCAL Evaluation Week

How do different Brazilian regions acquire, apply and adapt scientific knowledge when designing public policies? In which directions have local governments, administrators, civil society organizations and universities expanded the generation and use of evidence in the management of public policies and programs? To exchange experiences and generate knowledge, **CLEAR organizes the gLOCAL Evaluation Week**, which in 2022, took place between May 30 and June 3.

gLOCAL is convened by the Global Evaluation Initiative (GEI) and held by all of its 6 global partner centers, such as CLEAR. In 2022, nearly 400 events were held in 53 countries, with 15,000 participants.

Under CLEAR's supervision in Brazil, **52 events** were held to discuss M&E experiences in 3 countries: Brazil, Cape Verde and Portugal. More than 1,600 participants from governments, the private sector, universities, and civil society debated Monitoring and Evaluation systems.

CLEAR promoted, on May 31, a roundtable to discuss the **pioneering experiences of the Brazilian states of Minas Gerais, Maranhão and the municipality of Niterói (RJ)**, all of them partners of the Center. The three governments have instituted their own M&E systems.

- Niterói has developed a "Guide to Public Policy Evaluation", with fundamental concepts of public administration and M&E. The local government also produ-

ced "Information Management Guidelines," with suggestions on how to record and collect information, store data, map and catalog data, among other topics, in order to make data management more effective.

- Maranhão began institutionalizing the M&E system in 2018 with the publication of the "Plano Mais Planejamento (Additional Planning Plan)". In 2019, the state government published the "Manual of Criteria for the Drafting of Public Policies," and in 2020, it redefined the M&E systematics in the state by publishing the "New Monitoring and Evaluation Methodology."
- Minas Gerais has been monitoring public policies since 2003. In 2019, the Fundação João Pinheiro (João Pinheiro Foundation - FJP) launched the Integrated M&E Center to develop evaluation skills, conduct evaluations, and foster a culture of M&E in the state. In 2021, a diagnosis on M&E skills was conducted and in 2022, the state government launched the Annual Monitoring and Evaluation Plan.

“Brazil has made significant progress in developing M&E initiatives and systems that institutionalize a systemic approach to evaluation within governments. Hearing about the experiences of Minas Gerais, Niterói, and Maranhão and sharing lessons learned, can help other entities that are advancing this agenda.”

Gabriela Lacerda

Manager of CLEAR Institutional Relations



Evidence Award and Imds Trophy: acknowledging and encouraging successful public policies

The Evidence Award and the Imds Trophy - Social Mobility were launched in 2020 with the goal of acknowledging and promoting public policies that use evidence in their multiple stages and are the result of the interaction between scientific research and management. In the 2022 version, four public policies were awarded for their exemplary use of evidence.

The award is a partnership between CLEAR, the Instituto Mobilidade e Desenvolvimento Social (Mobility and Social Development Institute - Imds), and the Escola Nacional de Administração Pública (National School of Public Administration - Enap).

The first edition of the awards was held in April of 2022. More than 50 programs and public policies applied. The winners of the Evidence Award were:



The award ceremony held in April 2022 at Enap headquarters in Brasília, gathered representatives from the institutions responsible for the awards and the teams in charge of the winning programs and public policies.

1st PLACE - YOUTH OF THE FUTURE | UNIBANCO INSTITUTE AND GOVERNMENT OF THE STATE OF ESPÍRITO SANTO

The program has existed since 2007 and reached, by 2020, 11 Brazilian states (SP, RS, RJ, MG, MS, GO, CE, PA, PI, ES and RN), benefiting 4,718 schools and 4.1 million high-school students. The goal is to ensure the learning of high-school students as a consequence of an educational management oriented to the continuous advancement of public education. Youth of the Future uses a method called Management Circuit, with four steps: plan, do, check, and act. The analysis, review, and improvement of actions are continuous. The program has had positive impacts on the learning and approval rates of high-school students, with a reduction in inequalities.

2nd PLACE - PACT FOR EDUCATION OF THE STATE GOVERNMENT OF PERNAMBUCO

With this democratic and regionalized management model, the state of Pernambuco achieved the lowest dropout rate in Brazil in 2019: 1.5% (in 2008, it was 20.3%). Approval rates also improved: 93.6% in 2019 versus 70.4% in 2008. Since 2017, Pernambuco has reached the 3rd position within the national ranking of the Basic Education Development Index (IDEB) in high school. The Pact focuses on results and has provided improved services in Pernambuco's high-school network, with more attractive, well-equipped schools, adequate teaching methodologies and better trained teachers.

3rd PLACE (TECHNICAL TIE) - BEHAVIORAL SCIENCES PROGRAM: CADIN CASE OF THE MUNICIPALITY OF SÃO PAULO AND THE USE OF EVIDENCE IN FACING THE COVID-19 PANDEMIC OF THE GOIÁS HEALTH DEPARTMENT

Cadin was a pilot project of the Municipality of São Paulo that used insights from behavioral sciences, quantitative research methods, design tools and simple language to boost the regularization of Property Tax (IPTU) debts in arrears. By finding a simple and direct way to explain about the debts to taxpayers, City Hall achieved a revenue increase of R\$ 950,000 for the municipality.

In Goiás, the state public administration has adopted a guideline for the use of evidence in tackling the covid-19 pandemic. Government decisions to combat covid-19 were made based on surveys of previous studies and the formulation of quick syntheses (from the data found in the surveys). State administrators evaluated 46 documents produced from 11 criteria.

Reducing Inequalities

Two public policies were awarded the Imds Trophy - Social Mobility. **Youth of the Future** was also the winner of the Trophy. For the judging committee, the program contributes to increasing social mobility and reducing inequality of opportunities, with special attention to the use of tools and social technologies that have the potential to permanently transform the lives of the beneficiaries.

The Thriving Family program, of the Department of Social Development of the State of São Paulo, received an Honorable Mention for breaking the intergenerational cycle of poverty perpetuation by stimulating the generation of income, productive inclusion and integral protection of families in situations of social vulnerability.

Around 12,000 families in 23 municipalities in the state of São Paulo are assisted by the program in regions that concentrate the highest multidimensional poverty rates. The initiative combines mentorship, a life project, training, and financial incentives so that, at the end of the program, the participants can either become entrepreneurs or enter into the job market. ■



André Portela, director of FGV EESP CLEAR, Vitor de Angelo, Espírito Santo Secretary of Education, Rosângela Vargas Davel Pinto, High School Manager at the Espírito Santo Department of Education, Maria Julia Azevedo, Unibanco Institute Implementation Manager, and Ricardo Henriques, Unibanco Institute Superintendent.



Teams from the Department of Planning and Management and the Department of Education of Pernambuco, responsible for the Pact for Education Program, which took second place award.



São Paulo and Goiás shared the third place: Sérgio Calderini, secretary of the Department of Evaluation, Planning, Energy and Lottery of the Ministry of Economy, Luciana Vieira Tavernard de Oliveira, undersecretary of Health of Goiás, and Brenda Machado Fonseca, director of Innovation of (011).lab - Innovation Laboratory of the Government of the City of São Paulo.



Family Prosperity Program, from São Paulo, won honorable mention: Paulo Tafner, Imds director-president, Danilo Eryl Achucarro Nogueira, technical advisor of the Department of Social Development of the State of São Paulo, Sérgio Guimarães, Imds research director, and Marcelo Kaique de Oliveira Alves, technical advisor of the Department of Social Development of the State of São Paulo.

Our presence on social media

In 2022, CLEAR's work became even better known. We had 3,600 new users in the year, reaching a growing number of people in different countries.

Transparent, accessible and didactic communication

CLEAR launched, in July 2022, a new website at <https://fgvclear.org/> where we provide information on all the projects we develop, our lines of action, reports, surveys, news and current information on solutions in the Monitoring and Evaluation of public policies adopted by our partners in Lusophone Africa and Brazil.

The DNA EVIDÊNCIA (DNA EVIDENCE PODCAST) was created to facilitate the dissemination and access of communication with managers and partners. In 2022, it contained 5 episodes, which covered the following topics: Evaluation Consulting (December); Monitoring and Evaluation of public policies in Mozambique (August); Cape Verde's progress in Monitoring and Evaluation of public policies (June); gLOCAL Evaluation Week (March); and What is evidence in public policies (February). The episodes can be accessed on our website and on different players, such as Spotify and YouTube.



333 PUBLICATIONS IN THE PERIOD
147.732 TOTAL IMPRESSIONS
10.347 TOTAL CLICKS
1.182 NEW FOLLOWERS



266 PUBLICATIONS IN THE PERIOD
13.882 USERS REACHED
14.307 TOTAL IMPRESSIONS
483 ENGAGED USERS



1.042 TWEETS IN THE PERIOD
235.800 TOTAL IMPRESSIONS
263 MENTIONS
243 NEW FOLLOWERS

Our Steps

February

- Gabriela Lacerda's visit to the CLEAR Anglophone Africa team, in Johannesburg, South Africa.

March

- Launch of the MESA tool (<https://fgvCLEAR.org/mesa/>)
- Mozambique Mission (<https://fgvCLEAR.org/fgv-eesp-CLEAR-governo-de-mocambique-e-unicef-discutem-institucionalizacao-da-avaliacao-no-pais-luso-africano/>)

April

- Cape Verde Mission (<https://fgvCLEAR.org/fgv-eesp-CLEAR-contribui-com-a-construcao-do-plano-estrategico-de-desenvolvimento-sustentavel-de-cabo-verde/>)
- Launch of the emphasis on Public Policies for the FGV EESP Professional Master's in Economics (<https://www.linkedin.com/pulse/fgv-eesp-oferece-pela-primeira-vez-mestrado-profissional--1c/>)
- Award ceremony of the Evidence Award and Imds Trophy - Social Mobility (<https://fgvCLEAR.org/premio-evidencia-e-trofeu-imds-mobilidade-social-anunciam-vencedores/>)
- Launch of the Annual M&E Plan of the state of Minas Gerais, a ceremony with the participation of the CLEAR team (<https://fgvCLEAR.org/minas-gerais-lanca-plano-anual-de-monitoramento-e-avaliacao-de-politicas-publicas/>)

May

- gLOCAL 2022 Evaluation Week
1. <https://fgvCLEAR.org/glocal-2022-promove-dialogo-global-sobre-monitoramento-e-avaliacao/>
 2. <https://fgvCLEAR.org/atividade-na-glocal-2022-debate-experiencias-de-monitoramento-e-avaliacao-em-estados-e-municipios-brasileiros/>
 3. <https://fgvCLEAR.org/roda-de-conversa-na-glocal-2022-traz-experiencias-bem-sucedidas-de-uso-de-evidencias-na-gestao-publica/>
 4. <https://fgvCLEAR.org/evento-na-glocal-2022-explica-o-processo-de-avaliacao-das-politicas-publicas-federais-no-brasil/>
 5. <https://fgvCLEAR.org/glocal-2022-destacou-diversidade-das-acoes-de-monitoramento-e-avaliacao-em-estados-e-municipios-no-brasil/>
 6. <https://fgvCLEAR.org/glocal-2022-discute-desafios-e-oportunidades-para-avaliadores-no-inicio-de-suas-carreiras/>

June

- Launch of the GEI Junior Evaluator Practical Teaching Program (<https://www.linkedin.com/feed/update/urn:li:activity:6940371756238974976>)
- Launching of the Evaluation and Information Management System of the Municipality of Niterói (Simagi), the first municipal M&E system in Brazil. The ceremony was attended by FGV EESP CLEAR (<https://www.linkedin.com/feed/update/urn:li:activity:6942531909138694145>)

July

- Launch of the new CLEAR website (<https://fgvCLEAR.org/>)
- Theory of Change Workshop with managers from the Municipality of Rio de Janeiro (<https://www.linkedin.com/feed/update/urn:li:activity:6955518824079085568>)

- CMAP Evaluation Assistance (<https://www.linkedin.com/feed/update/urn:li:activity:6955906210063618048>)

August

- Recife Mission (<https://www.linkedin.com/feed/update/urn:li:activity:6965380504393015296>)
- Presentation of the PIM Impact Evaluation results to the Health Department of Rio Grande do Sul (<https://www.linkedin.com/feed/update/urn:li:activity:6968562901229948929>)

September

- CLEAR's participation in the 3rd GeFam Meeting (<https://www.linkedin.com/feed/update/urn:li:activity:6972542712667385858>)
- CLEAR's participation in the 10th RBMA Seminar (<https://fgvCLEAR.org/fgv-eesp-CLEAR-marca-presenca-no-10o-seminario-da-rede-brasileira-de-monitoramento-e-avaliacao/>)
- Mozambique Mission (<https://www.linkedin.com/feed/update/urn:li:activity:6983488403765964800>)
- Presentation of the findings of the Rapid Evaluation Call (<https://fgvCLEAR.org/convocatoria-de-avaliacao-executiva-avaliacoes-trazem-aprendizados-a-governos-da-africa-lusofona-e-do-brasil/>)

October

- NECDev Conference (<https://www.linkedin.com/feed/update/urn:li:activity:6990755716386942976>)
- Meeting of the GEI Implementation Partners (<https://www.linkedin.com/feed/update/urn:li:activity:6993267279836639233>)

November

- Presentation of the MIP evaluation results at the 16th International Seminar on Early Childhood (<https://fgvCLEAR.org/resultados-da-avaliacao-do-pim-sao-apresentados-no-seminario-internacional-da-primeira-infancia/>)
- The "Footprint Evaluation" workshop, with Patricia Rogers, CEO of Better Evaluation. On November 30, the FGV EESP CLEAR team participated of the online workshop to discuss the "emerging set of practices and principles developed through continuous international collaboration and adaptation to suit different contexts". The goal is to add environmental sustainability to the agenda of all monitoring and evaluations of public policies. The International Panel on Climate Change (IPCC) defines sustainability as "a dynamic process that ensures the persistence of natural and human systems in an equitable manner."

December

- Seminar about the "Challenges for the Future: Human Capital and Poverty in Brazil" (<https://youtu.be/n71QCkxM2Hc>).
- Participation in the 44th Meeting of the Brazilian Econometric Society (SBE), held in Fortaleza (CE) on December 09. The special FGV EESP CLEAR session covered the urban economy and the role of cities in the development of human capital. The panel included Lycia Lima and Camila Soares, deputy director and researcher at CLEAR, respectively, Daniel Da Mata, professor at FGV EESP, and Lígia Vasconcellos, associate researcher at Inspier Metricis.

FGV EESP CLEAR Team



- **André Portela:** FGV EESP CLEAR director and titular professor of public policy at the Getulio Vargas Foundation School of Economics in São Paulo (FGV EESP)
- **Lycia Lima:** Deputy director of FGV EESP CLEAR, professor at FGV EESP
- **Gabriela Lacerda:** Manager of Institutional Affairs at FGV EESP CLEAR, master's student at FGV EESP and specialist in M&E Systems
- **Lara Mesquita:** Executive coordinator for the strengthening of M&E skills at FGV EESP CLEAR
- **Camila Soares:** FGV EESP CLEAR researcher, doctorate in public administration from FGV EAESP
- **Marina Pupo Lafer:** FGV EESP CLEAR researcher, master's in public administration from Columbia University
- **Gabriel Weber:** FGV EESP CLEAR researcher, doctorate in economics from FGV EESP
- **Priscilla Bacalhau:** FGV EESP CLEAR researcher, former visiting researcher at Stanford University
- **Fernanda Caires e Caires:** FGV EESP CLEAR researcher, doctorate in economics from the Federal University of Bahia
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