The World Bank
Center on Learning from Evaluation and Results for Lusophone Africa and Brazil

Project Information Document/ Identification/Concept Stage (PID)

Concept Stage | Date Prepared/Updated: 03-Nov-2021 | Report No: PIDC249575

BASIC INFORMATION

A. Basic Project Data

Project ID	Parent Project ID (if any)	Environmental and Social Risk Classification	Project Name
		Low	
P177200			Center on Learning from Evaluation and Results for Lusophone Africa and Brazil
Region	Country	Date PID Prepared	Estimated Date of Approval
OTHER	World	03-Nov-2021	
Financing Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing	FGV-EESP	FGV-CLEAR	

PROJECT FINANCING DATA (US$, Millions)

SUMMARY

Total Project Cost	0.51
Total Financing	0.51
Financing Gap	0.00

DETAILS

Non-World Bank Group Financing

Trust Funds	0.51
ECD FOR REGIONAL CENTERS	0.51

B. Introduction and Context
Country Context

1. **The COVID-19 pandemic is impacting significant achievements in poverty reduction across Portuguese-speaking countries in Africa (PALOP) and in Brazil**. GDP shrunk by 5.5 percent in 2020 in Portuguese-speaking African Countries (PALOP in Portuguese), well beyond the Sub-Saharan regional average of –1.9 percent. While public debt in Sub-Saharan Africa almost reached 58 percent of GDP in 2020, in the PALOP countries, this ratio rose to 99.8 percent. Similarly, Brazil's Gross Domestic Product (GDP) shrank by 4.1 percent and the country's public debt to GDP ratio increased from 75.8 percent in 2019 to 92.9
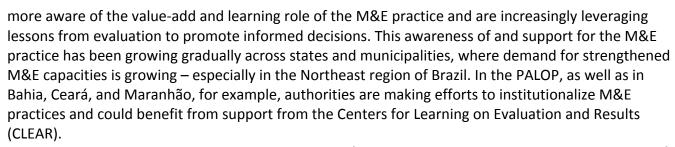
percent in 2020. As a result, the public sector's capacity to implement policies and programs to curb the effects of the pandemic has diminished. Even prior to the pandemic, the socioeconomic conditions were already worsening in Brazil during the recession of 2015-16. Since then, inequality grew, and the Gini coefficient rose from 51,9 in 2015 to 53,4 in 2019. The '*COVID-19 in Brazil'* report by the World Bank confirms that the poorest states of Brazil, in the northeast region, witnessed the sharpest declines in household income with an 8.1 percent drop. In this context, policy interventions that are effective, evidence-based, and protect the most vulnerable people become crucial.

2. **Robust M&E frameworks are essential to promote effective public policies.** In the post-pandemic world, governments will need relevant data to track progress in fighting the disease and limit its socio-economic repercussions, to assess the impact of policies and their effectiveness in a timely manner, and to change the course of action if needed. M&E frameworks also enhance public accountability and provide opportunities for dialogue between citizens and public institutions. To that effect, investing in evaluation capacity development (ECD) empowers countries to better learn from evidence on what worked well and how to formulate better policies to address or even avoid policy failures in the future.

3. **M&E structures in the PALOP and at the sub-national level in many states in Brazil need strengthening in order to enable policy-makers to take informed decisions.** Some diagnostic studies undertaken in the PALOP and at the sub-national level in Brazil point to insufficient capabilities within governments to procure, provide, and use evaluations as well as weaknesses in accountability mechanisms that promote the use of evidence and results in decision-making. In most of the PALOP and poorest states of Brazil's northeast region, M&E practices seem to focus largely on monitoring implementation rather than measuring results or evaluating impact, with some (limited) initiatives to develop structures for M&E. Even in countries/states where the culture of managing for results is prevalent and accountability mechanisms exist, political economy shifts have had a direct influence on the incentives for evidence-informed decision-making practices. In some cases, these shifts favored the view that M&E is purely a compliance tool, thus failing to recognize it as mechanism that drives improved efficiency, effectiveness and learning. In these contexts, limited financial support for the development of M&E ecosystems at the national level resulted in reduced attention to M&E policies, procedures, and practices at the subnational level. However, there are growing opportunities to engage and improve countries' M&E systems, particularly given the impacts of the pandemic on most development indicators, and the limited time remaining for progressing towards achieving the SDG targets and the commitments of National Development Strategies and Programs.

4. **The demand for ECD services remains largely unmet globally, and the PALOP and Brazil are no exceptions.** A recent study by the Global Partnership for Effective Development Cooperation (GPEDC) showed that, while 91 percent of national development strategies approved after 2015 explicitly refer to the 2030 agenda and the Sustainable Development Goals (SDGs), only 35 percent of them have the required data and systems to track implementation. To that effect, many developing countries have requested assistance from the World Bank to support the establishment of high-quality M&E systems and capabilities as a means of improving their overall effectiveness. In the PALOP and at the sub-national level in Brazil there have been consistent interest for M&E system strengthening, as demonstrated by recent demand for support from Cape Verde, Mozambique, Sao Tome and Principe, and some states in the northeast region of Brazil.
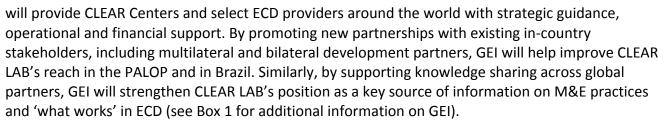
Sectoral and Institutional Context

5. **Strengthened M&E practices in the PALOP and Brazil can play an increasingly important role in improving policies to combat poverty and social inequalities.** Enhanced M&E capacities, at both institutional and individual levels, can help generate key data for decision-makers to improve program design, resource allocation, and on-the-ground actions. Better M&E practices provide the tools for better targeting, identification of needs, and development of mechanisms that can help achieve better outcomes. Sharing evidence from M&E also facilitates learning about the impacts of public policies and the opportunities to improve them. In many of the PALOP and in Brazil, social safety net programs, for example, play an important role in providing the most vulnerable population groups with much needed support. In Brazil, for example, two early childhood development programs targeting children in low-income households (Criança Feliz, Primeira infância Melhor, in Portuguese), are constantly being monitored and evaluated, and have had their design, implementation and planning revised based on the knowledge acquired from M&E practices. Similar efforts have been observed in the PALOP. In the long-term, leveraging M&E knowledge could help beneficiaries in these two regions have access to better economic opportunities, thus promoting poverty reduction and shared prosperity.

6. **Across the PALOP and within Brazil, M&E capacities vary significantly**. The M&E function in many of the PALOP is not institutionalized and M&E activities are in their majority commissioned by multilateral/bilateral development partners and most often performed by international consultants. Similarly, resources towards M&E activities are seldom part of program/project budget planning. Therefore M&E activities are under-resourced and not an integral part of the policy/program development cycle. In Brazil, at the federal level, the M&E function is institutionalized, with several line ministries having dedicated staff to perform M&E activities. At the subnational level, some states have developed M&E frameworks, systems, and put procedures in place, while many others are at the earlier stages of institutionalizing the M&E function and practice. At the municipal level, M&E practices tend to be even less common than at the state level, with noticeable exceptions for strategic projects that are linked to broader national development programs.

7. **There is growing demand for M&E capacity strengthening across the PALOP and in Brazil.** Despite M&E still being perceived in some jurisdictions as an audit function and as an accountability mechanism used by donors, gradually, governments across the PALOP are transitioning their thinking on M&E as a learning tool that can foster better outcomes and promote better allocation of resources. The public administration in these countries is increasingly promoting the inclusion of M&E activities as part of their strategy implementation and program planning and is making efforts to strengthen capacities in this regard. In Cape Verde, for example, the government has been promoting enhanced M&E capacities of public officials and revamping M&E procedures and practices across ministries, particularly to ensure that lessons can be captured from past implementation experience to design future medium-term development plans. In Mozambique, authorities have also signaled interest in strengthening M&E capacities at the central level, with strong demand for strengthened M&E structures from civil society and the local voluntary organization for professionals in evaluation (VOPE). In Sao Tome and Principe, sector-level (education sector) demand for M&E capacity strengthening has also been confirmed. In Brazil, at the federal level, decision-makers tend to be

more aware of the value-add and learning role of the M&E practice and are increasingly leveraging lessons from evaluation to promote informed decisions. This awareness of and support for the M&E practice has been growing gradually across states and municipalities, where demand for strengthened M&E capacities is growing – especially in the Northeast region of Brazil. In the PALOP, as well as in Bahia, Ceará, and Maranhão, for example, authorities are making efforts to institutionalize M&E practices and could benefit from support from the Centers for Learning on Evaluation and Results (CLEAR).

8. **In 2010 The World Bank Group launched the CLEAR (Centers for Learning on Evaluation and Results) Initiative to address gaps in developing countries' M&E capacities**. CLEAR brings together academic institutions to foster better use of evidence in decision-making by supporting the creation of M&E systems and by strengthening M&E skills and practices in developing countries. The CLEAR Initiative set up regional centers in competitively selected academic institutions in Brazil, China, India, Mexico, South Africa, and Senegal. CLEAR Centers offer a broad range of training, technical assistance, and knowledge services to government, civil society, the private sector, and other providers of M&E capacity services.

9. **CLEAR Centers work at all levels of capacity building for M&E – the enabling environment, organizational and individual**. Over the last 10 years, they have become an influential global network specialized in ECD and have attained remarkable reach, having served many public and private clients throughout the world. In addition, they have become global providers and conveners of ECD services, consolidating a growing network of partnerships with other important actors in the evaluation ecosystem at the local, regional, and global levels.

10. **The CLEAR Center for Lusophone Africa and Brazil (CLEAR LAB) was established in 2015 and has become a distinguished ECD provider in Lusophone countries**. The CLEAR LAB Center is hosted by the Fundação Getulio Vargas (FGV) at the São Paulo School of Economics Escola de Economia de São Paulo (EESP). FGV successfully served as the project implementation unit (PIU) since CLEAR LAB's establishment. CLEAR LAB plays a central role in enabling knowledge sharing and generation in the PALOP and Brazil, especially given the significant dearth of M&E material available in Portuguese. To address this problem, the Center has published step-by-step guides on using M&E evidence throughout the public policy cycle, utilized real-life examples to facilitate learning, and conducted training webinars on the development of policies to strengthen M&E systems. The Center has also become a reference for M&E systems development at the national and subnational levels, having successfully delivered technical assistance to Cabo Verde in Africa and the State of Espirito Santo in Brazil.

11. **The partnership with GEI will allow CLEAR LAB to ramp up its regional ECD footprint and work towards consolidating collaborative partnerships with other important actors of the evaluation ecosystem at the local, regional, and global levels**. The proposed grant will support the first twelve months of a three-year implementation period (from end-2021 to end-2024). The GEI, a global partnership convened by the Independent Evaluation Group (IEG) of the World Bank Group (WBG) and by the Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP), is a new multi-donor trust fund (MDTF) program whose mission is to bring together donors, multilateral development agencies, and ECD providers to work with governments, citizens, and experts to support countries in strengthening evaluation and monitoring systems and capacities. GEI

will provide CLEAR Centers and select ECD providers around the world with strategic guidance, operational and financial support. By promoting new partnerships with existing in-country stakeholders, including multilateral and bilateral development partners, GEI will help improve CLEAR LAB's reach in the PALOP and in Brazil. Similarly, by supporting knowledge sharing across global partners, GEI will strengthen CLEAR LAB's position as a key source of information on M&E practices and 'what works' in ECD (see Box 1 for additional information on GEI).

12. **CLEAR LAB has the capability and the expertise to expand its global footprint in ECD service provision.** In the first half of 2021, the Center conducted diagnostics of M&E systems in some PALOP countries, including Mozambique and Sao Tome and Principe, and initiated a stocktaking exercise on M&E capacities in the northeast states of Brazil. These exercises allowed the preparation of capacity development plans for some of these jurisdictions to be implemented in the near future. Furthermore, the Center's advocacy and promotion of M&E knowledge is set to reach new locations through the continued participation in, and promotion of, events at the gLOCAL Evaluation Week, as well as through the newly launched Evidence-based Public Policy Award. This prize is a joint initiative with the National School of Public Administration (ENAP, in Portuguese), and the Institute of Social Mobility (IMDS, in Portuguese) in Brazil, and it provides significant visibility to public policies that showcase the use of evidence at different stages of implementation.

Box 1. The Global Evaluation Initiative
This project aims to contribute to the higher-level development objective of the GEI, namely, to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries for improved evidence-informed policy making.   **The Global Evaluation Initiative (GEI) is a partnership centered on the vision that better evidence contributes to better policies, and ultimately to better lives.** GEI expects to be a catalyzer, bringing together key actors and experts in the evaluation field to help governments in developing countries place evidence at the heart of decision making. GEI intends to act as a broker, helping developing countries find solutions and financing for their country M&E systems and capacity development, building on their strengths and endogenous knowledge, and leveraging the best available local, regional and global knowledge. GEI anticipates playing a critical role in fostering M&E knowledge generation and sharing it globally and locally, so that M&E knowledge generated in one country in the world is made available to others as relevant for greater learning and effectiveness.   **GEI's partners will support Evaluation Capacity Development (ECD) in developing countries, fostering evidence-informed decision-making through enhanced M&E frameworks, capacity, and use.** GEI's central aim is to strengthen the M&E frameworks and capacities of governments and other stakeholders in developing countries and the use of M&E evidence by these stakeholders, by establishing a global partnership of ECD providers and experts supported by a hybrid Trust Fund. GEI will support individuals, governments, and other organizations where there is a market failure in terms of the supply of, or demand for, ECD services (e.g., ECD service providers are unavailable or inadequately meeting market demands). Through GEI, more

countries will be able to establish and use M&E systems as well as conduct and use evaluations to inform organizational learning, accountability, and decision-making. This will contribute to more relevant and effective policy interventions, better responses to shocks, and ultimately progress towards national development goals and the Sustainable Development Goals (SDGs).

GEI will partner with key ECD players around the world and coordinate with them to achieve GEI's strategic priorities and outcomes. Partnerships will focus on leveraging entities' areas of strength and comparative advantage. Under the GEI umbrella, CLEAR Centers will play a critical role as a provider of ECD services that merge global expertise with local knowledge and practice. Through GEI, there will be an ambitious aim to strengthen connections between CLEAR Centers and the in-country work of other GEI partners, the World Bank country offices, and UNDP.

13. **During the course of this grant implementation, CLEAR LAB will prioritize select northeastern states in Brazil and PALOP countries.** CLEAR LAB's focus on northeastern states in Brazil is based on the premise that the region has one of the highest poverty rates amongst Brazilian states and many public institutions have weak capacity and very limited resources to reduce gaps in their M&E systems. Similarly, for the PALOP countries, the selectivity and focus on a few countries (Mozambique and Cape- Verde) is guided by the strong demand from these governments for evaluation capacity development, and their resource constraints to reduce M&E capacity gaps identified through diagnostics studies carried out by CLEAR LAB. In addition, CLEAR LAB's focus and selectivity in both Brazil and PALOP took into consideration the criteria listed in Box 2 below.

Box 2. CLEAR LAB Selectivity Criteria
The stakeholders and activities should be demand-driven but also chosen according to: i) countries' and clients' institutional conditions and readiness for M&E; ii) likelihood that the activities will lead to expected outcomes and impacts; iii) likelihood that the activities will provide good demonstration effects for other potential clients; iv) likelihood that the activities will lead to other demands for relevant services and long term engagements with strategic clients; v) strategic clients' interest and ability to replicate capacity building efforts; vi) possibility and potential to leverage the engagements and develop public goods and knowledge; vii) possibility to leverage alternative sources of funding; viii) existing relationships and partnerships; and ix) low-income states, emerging, fragile developing economies (EFDEs), conflict affected and small states.

14. **Considering the small size of this grant, targeted interventions and forging partnerships to leverage synergies and resources will be critical.** Interventions will be focused on supporting the legal/regulatory framework for M&E, capacity building through training to individuals, and technical assistance to institutions in setting up M&E procedures and systems. Ultimately, these combined efforts will help enhance the ability of policymakers to use evidence to make informed decisions. Efforts will be made to leverage resources from other partners and from World Bank projects to the extent possible (e.g., UNICEF in Mozambique; WBG Education project in Sao Tome and Principe) to help the project achieve the best possible results and impact. The project will

continuously engage with the World Bank region and GEI partners to identify shifts in the countries' context as well as future opportunities for engagement, in other countries.

15. **The proposed grant constitutes a continuation of WBG's and development partners' strategic support to CLEAR LAB operations, building on and leveraging the Center's existing foundation, reputation, and experience.** This grant will significantly scale up the work conducted by CLEAR LAB under an earlier program funded by a WBG Multi Donor Trust Fund (MDTF), P150738 and orient it towards areas of greater needs and potential impact (key results achieved under the previous MDTF are summarized in Box 3).

Box 3. Key Results (MDTF)

Key results achieved through the previous MDTF grants include: i) Monitoring and Evaluation (M&E) needs assessments in the states of Bahia and Ceara, as well as in Cape Verde, Mozambique, and Sao Tome and Principe; ii) supported the design of an M&E system for the state of Minas Gerais; iii) collaborated with the National School of Public Administration (ENAP, in Portuguese) to enhance the skills of public officials to evaluate projects for Brazilian federal government programs; iv) supported the state government of Espirito Santo to develop legislation for their M&E system, as well as guidelines for evaluation in the state and several capacity building efforts; v) concluded five courses and workshops totaling 67 training hours for 153 participants from government, academia, research institutes, and civil society from the PALOP and Brazil between 2019-20; vi) supported knowledge generation activities for the 'Better Early Childhood Program' (Primeira Infância Melhor, in Portuguese) in partnership with the Rio Grande do Sul state government, including a study to identify best practices in promoting remote support to child development and parenting; and vii) launched the 'Evidence-based Policymaking Award' (Prêmio Evidência, in Portuguese), in partnership with the Brazilian Federal Government and the Institute for Mobility and Social Development (Instituto Mobilidade e Desenvolvimento Social - IMDS, in Portuguese), a civil society organization that advocates for social mobility in Brazil. FGV will continue hosting the CLEAR LAB Center, given its considerable experience in managing such programs and its strong track record in implementing previous CLEAR grants.

Relationship to CPF

WBG Strategic Priorities. The World Bank Group's strategic priorities and commitments set out in the Forward Look, Capital Increase Policy Package, IDA replenishment documents, and IFC 3.0 strategy demonstrate the level of ambition needed to reach the WBG's twin goals and contribute to the achievement of the SDGs. M&E has an important role to play in monitoring the progress towards these goals, enhancing good governance, transparency, and accountability in client countries, thus ultimately contributing to better development outcomes. As an implementing partner of GEI focused on developing and improving the M&E capabilities of key stakeholders in developing countries, CLEAR LAB will contribute to helping the WBG and its clients in Lusophone Africa and Brazil context to enhance their effectiveness in meeting such strategic priorities as well as support outcome orientation at the country level.

Brazil Country Partnership Framework (CPF) 2018-2023. Brazil's national priorities as outlined in the CPF places strengthening the Monitoring and Evaluation capacity of government systems among its forefront priorities. The World Bank is a long-standing development partner of Brazil and provides extensive technical assistance to public institutions at the national and subnational levels with the goal to strengthen their M&E systems and evaluation capacity. The CPF emphasizes scaling-up this effort, particularly in the education sector (objective 1.3: Increase effectiveness of service delivery in education) in order to improve the low quality and inefficiency of education through increased accountability and improved monitoring and evaluation (M&E) systems. The CPF also highlights overall improvements needed in M&E systems and targeting mechanisms for Brazil's social protection program (objective 2: Improve the Quality and Expand the Provision of Public Services for Low-Income Households) to bring efficiency and ensure equitable service delivery. CLEAR LAB's objectives are clearly aligned with both objectives and will contribute to the achievement of the CPF goals through targeted M&E trainings of a cadre of professionals in client institutions and by providing capacity development support for strengthening their M&E framework.

Mozambique Country Partnership Framework 2017-2021. Mozambique's CPF places strengthening the Monitoring and Evaluation capacity of government systems among its forefront priorities. Despite the government's effort to increase data-collection and analytical capacities for the various government programs through the National Institute of Statistics (INE), providing quality M&E and precise monitoring of key indicators remain challenging. The existing M&E systems and capacities are unable to meet the considerable M&E demands imposed by the numerous interventions and policies included in the Government's program. The CPF further highlights the need for building the government's M&E capacity for improved data reporting and program monitoring/management through targeted technical assistance programs, with the ultimate goal of increasing public accountability and transparency of government institutions (Focus area 3: objective 8, Increasing Accountability and Transparency of Government Institutions). CLEAR LAB's objectives respond to this government priority through activities supported under Component 1, *Strengthen a Culture of Evidence-based Decision-Making* which support the provision of technical assistance in the form of analytical and advisory work to strengthen the institutional capacity of governments in the PALOP, including Mozambique.

Guinea-Bissau Country Partnership Framework 2018-2021. The Bank Group's Country Partnership Framework for the Government of Guinea-Bissau places strengthening transparent governance and improvements in monitoring and evaluation capacity of the government for core state programs among its forefront priorities. Given the nature of fragility in Guinea Bissau, the CPF emphasizes providing support to sectoral ministries in order to strengthen core state functions in areas such as strategy development, public financial management (PFM), civil service reform, and monitoring and evaluation for better resource targeting and more effective monitoring of results. The CLEAR LAB's objectives can respond to these priority areas identified in the CPF, particularly by providing capacity development support and training that strengthens the M&E systems of key institutions in Guinea-Bissau.

Cape-Verde Country Partnership Framework 2020-2025. The CPF outlines the importance and makes the case for the continuity of World Bank's engagement and capacity development support for strengthening Cape-Verde's monitoring and evaluation capacity program. As demonstrated through the results achieved

under the recently completed World Bank operation "*P170109, Strengthening National Monitoring and Evaluation through Better Administrative Data*", the operation supported Cape Verde to develop a well-functioning monitoring and evaluation system that uses high quality administrative data to track key deliverables and results for 18 national priority programs, in addition to developing a functional ICT platform that enabled the storing, updating and linking of results and spending data of priority programs. Activities supported through CLEAR LAB can build-on and further support these improvements in M&E systems, particularly through the development of manuals/guidelines and building the capacity of government officials and institutions to implement them.

World Bank Group Outcome Orientation. In 2005, the WBG rolled out results-based management at the country level and, in 2021, continues to build on this experience to strengthen outcome orientation. CLEAR LAB will contribute to GEI's support to the WBG outcome orientation agenda by building a cadre of professionals in client countries who are trained in monitoring, evaluation, learning, and adaptive management practices. These cadre of professionals will constitute candidates from central government and line ministries from Cape Verde, Mozambique, Sao Tome and Principe, and government officials at the state-level from Brazil.

C. Project Development Objective(s)
Proposed Development Objective(s)
The project's specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in Lusophone Africa and Brazil. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies.

Key Results

16. **Underlying Theory of Change informing this project.** The proposed project is predicated on a Theory of Change (ToC) that links CLEAR LAB's inputs to results at the "ecosystem" level in client countries. Working with different stakeholders through training, technical assistance, knowledge production and sharing, CLEAR LAB helps to identify and address key gaps in M&E systems on the one hand, and find opportunities to strengthen them. The underlying assumptions of the ToC are that CLEAR LAB has the right mix of expertise, funds and resources, to provide relevant and high-quality products and services on M&E systems, approaches, methods, tools and finding, and that client governments stay committed and implement the necessary enhancements proposed by CLEAR LAB. With its product menu offerings, CLEAR LAB is expected to address M&E needs at sub-national, national and regional levels in Lusophone Africa and Brazil in a way that contributes to better data, improved knowledge, practices and behaviors, and ultimately improved use of evidence in decision-making. Partnerships are a critical ingredient to achieve expected results at all levels.

The PDO-level indicators for this project are as follows:

- Number of M&E policies, strategies, and/or plans supported by/contributed to by this grant
- Percentage of M&E training participants that provide positive feedback on training relevance, quality and knowledge acquired
- Expanded institutional, thematic or geographic coverage of CLEAR LAB's work through new or existing partnerships

The intermediate outcome/output indicators are as follows:

- Number of M&E advisory services or technical assistance initiatives implemented by CLEAR LAB
- % of CLEAR LAB advisory clients who rate the extent to which the overall performance of their organization/unit/ program has improved as a result of CLEAR LAB services as high or significant, as measured through tracer surveys
- % of CLEAR LAB clients who rate the "usefulness" of training and workshop services highly (4 or 5 on five-point scale), as measured through feedback forms
- Total number of participants in CLEAR LAB M&E training courses (disaggregating by Country and gender)

Total number of scholarship recipients (disaggregating by country and sex) to participate in CLEAR LAB trainings

D. Preliminary Description
Activities/Components
Component 1: Strengthen a Culture of Evidence-based Decision-Making in PALOP countries and Brazil

17. **Activities under this component will focus on the provision of technical assistance in the form of analytical and advisory work to strengthen the institutional capacity of governments in the PALOP and in Brazil to develop effective national/subnational or institution-level monitoring and evaluation (M&E) frameworks.** This will include, among other related work, diagnostics and situational analyses, technical assistance, research, compilation of lessons learned, evaluations, assessments, surveys, strategy development, and other activities that raise awareness and promote a culture of managing for results, adaptive management, and informed risk-taking to enhance development effectiveness. Among other initiatives, for both in the PALOP and Brazil, CLEAR LAB will launch a Call for Proposals to mentor teams in conducting rapid evaluations for interventions aligned with the 2030 Agenda, to develop evaluation competences and speed up the achievement of the SDGs in these countries.

18. **More specifically, CLEAR LAB will support PALOP countries** with (i) technical assistance in establishing normative and legal frameworks to support the institutionalization of National M&E Systems; and (ii) conducting a stakeholder mapping to identify key actors who, along with governments, can strengthen M&E ecosystems.

19. **In Brazil, CLEAR LAB will work collaboratively with key stakeholders from the Northeastern region of Brazil, to assess needs and devise plans to strengthen capacities and M&E Systems across several states.** In Brazil, social safety net programs that aim to reduce poverty and protect the most vulnerable populations channel significant resources to target beneficiaries in the poorest and populous states in the Northeast region of the country. Given this, is it critical that public institutions across the various states have the capacity to leverage data, as well as evidence from evaluations of the various programs, to improve the quality-of-service delivery to its citizens. CLEAR LAB will leverage its experience in conducting diagnostics to prepare M&E capacity development plans for the various states and deliver customized technical assistance to subnational governments. Technical assistance may include advice on strengthening the regulatory and institutional frameworks, tailored capacity development activities for government staff, development of procedures and guides to support the institutionalization of M&E practices, and support to local organizations, including universities, to deliver high-quality M&E training and conduct M&E activities.

Component 2: Strengthen a Cadre of Evaluators and M&E Specialists in Lusophone countries

20. **Interventions under this component will contribute to building local M&E professionals' capacity to implement M&E activities and services ranging from designing monitoring plans to conducting evaluations of public projects/policies.** Activities supported under this component will include trainings on basic concepts of M&E, which can target broader audiences, as well as customized trainings targeting specific client institutions based on the assessment of needs that will be identified through the diagnostics that will be carried out under component 1. Customized trainings will particularly reinforce on-the-job mentorship programs delivered under the technical assistance activities. More specifically, activities under this component for the PALOP and/or Brazil will include:

Development of asynchronous online trainings in executive evaluation, impact evaluation, as well as an overview course on other types of evaluation and methods.

Development and delivery of a synchronous evidence-based management course,

Provision of sector-specific (e.g., agriculture) M&E training

Design and implementation of an M&E course tailored to high-level policymakers

Design of a training-of-trainers (ToT) program on M&E topics for evaluators

Technical assistance and support for local universities in M&E curriculum development

Design and delivery of in-person and/or virtual workshops on various M&E themes customized for local contexts

Launch of an executive evaluation mentorship program for public officials

Support the evaluation of selected projects/programs through an open call for proposals

Scholarships, internships, fellowships, and travel awards may be provided, with particular focus on young and emerging evaluators.

21. **The Center will also mobilize key stakeholders for capacity building and promote financing for evaluation communities of practice.** The Center will also aim to support study tours and expert visits, as well as south-south and north-south knowledge-exchanges across the PALOP and in Brazil.

22. **The Center will promote synergies among partners**, such as in the regional program with Northeastern states of Brazil, as well as national approaches in Lusophone Africa to enhance training offerings and opportunities that are informed by and relevant to local contexts. Mentorship for public officials for the evaluation of federal government projects in Brazil will also be offered through a partnership with Brazil's National School of Public Administration (ENAP).

Component 3: Generate and Share M&E Knowledge

23. **Activities under this component will focus on knowledge generation, research, analytical and thought leadership work, all aiming to contribute to global public goods**. CLEAR LAB will promote the generation of knowledge among its partners, supporting the development of context-suited toolkits and guidelines on M&E topics. The main objective is to generate M&E knowledge that enhances evidence - creation, analysis, and use - for learning and promoting accountability and evidence-based decision making for public policies. Deliverables under Component 3 may include:Products generated through research, knowledge-pieces that capture lessons learned from activities implemented under component 1, such as 'what works' in M&E systems' building, and from capacity building activities under component 2. Summative evaluations with a focus on poverty, youth, early childhood development, education and health. Delivery of the 'Evidence-based Policymaking Award' in collaboration with IMDS and ENAP. This award will feature public programs that have demonstrated, through the use of evidence, promotion of social mobility and reduction of inequality in Brazil. This initiative intends to recognize and showcase public policies that make use of evidence in its multiple stages, as well as to foster collaboration between scientific research and public policy management.

24. **This component will also include activities aimed at sharing M&E knowledge, through organizing events aimed at disseminating CLEAR LAB's learnings and experiences**. This will be done by convening knowledge-sharing event at the gLOCAL Evaluation Week, and or at communicating evaluation trends and innovative practices. This component will also finance the translation of ECD material and inclusion of examples and reference in Portuguese to make M&E knowledge more accessible to Lusophone audiences.

Component 4: Center Development, Monitoring and Evaluation

25. **This component will focus on strengthening CLEAR LAB's internal capacity and performance monitoring**. The objective will be to strengthen the operational conditions of the Center, as well as to promote efficiency and transparency on the use of resources. CLEAR LAB will continue to motivate and provide regular training and skills building for its core staff. In addition, the center will work towards developing better internal monitoring and evaluation mechanisms/systems for implementing projects, which allows for identifying and managing future risks, including the development of an information management system for efficient resource allocation. Finally, CLEAR LAB will maintain its rigorous procurement procedures and standards as well as its solid financial management systems.

26. **This component will finance the overall program management, including administration, oversight, and assessments for each event and training, as well as for the entire program.** This component will also support CLEAR LAB's efforts to incorporate feedback and lessons learned into its ECD approach and future activities.

27. **In order to continuously learn and incorporate feedback to support a culture of learning, CLEAR LAB may put in place a series of measures including**:

- Systematically distribute surveys to participants at the end of each training program. These surveys will focus on participants' satisfaction with the training (e.g., the content of the course, the quality of the speakers, the balance between theory and practice, the logistics and general organization of the training) and assess participants' level of knowledge before and after the training. These surveys will also collect data on the participants' experience to develop a better understanding of what works well, what can be improved, and participants' needs and expectations, which will allow CLEAR LAB to adjust its training programs to produce the best possible results.
- Conduct after-action reviews to document best practices and areas of improvement for future ECD activities.
- Send tracer surveys to participants six months after training programs to document long-term effects of the trainings, as well as to gather insights about the factors favoring or hindering the transferability of learning in participants' workplace.
- Produce activity reports documenting best practices, lessons learned, and recommendations.
- Regularly send surveys to course alumni and newsletters to analyze its training offers and adapt its services to meet the needs of its audience.

28. The results of these activities will be incorporated into the preparation of subsequent trainings to integrate, when possible, the necessary adjustments to adapt their ECD approach to maximize the overall satisfaction of participants and achieve the program's expected outcomes.

Environmental and Social Standards Relevance

E. Relevant Standards

ESS Standards		Relevance
ESS 1	Assessment and Management of Environmental and Social Risks and Impacts	Relevant
ESS 10	Stakeholder Engagement and Information Disclosure	Relevant
ESS 2	Labor and Working Conditions	Relevant
ESS 3	Resource Efficiency and Pollution Prevention and Management	Not Currently Relevant
ESS 4	Community Health and Safety	Relevant
ESS 5	Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Not Currently Relevant
ESS 6	Biodiversity Conservation and Sustainable Management of Living Natural Resources	Not Currently Relevant
ESS 7	Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Not Currently Relevant
ESS 8	Cultural Heritage	Not Currently Relevant
ESS 9	Financial Intermediaries	Not Currently Relevant

Legal Operational Policies

Safeguard Policies	Triggered	Explanation (Optional)
Projects on International Waterways OP 7.50	No	
Projects in Disputed Areas OP 7.60	No	

Summary of Screening of Environmental and Social Risks and Impacts
The project is focusing on capacity building in monitoring and evaluation. The project activities are limited to design of M&E training materials, diagnostic and situational analyses, research, production of knowledge products, curriculum development, assistance in knowledge sharing and dissemination such as scholarships, internships, fellowships, mentoring, study tours and south-south and north-south knowledge exchanges, delivery of online and onsite training as well as the organization of learning workshops and events. The capacity-building efforts will have long-term positive impacts on the strengthening of the monitoring and evaluation capacity in the beneficiary countries over their development initiatives. These activities are not expected to have major adverse environmental and social impacts. The project will be implemented by staff members of FGV and potential partner institutions, as well as contracted short-term consultants/experts. There could be potential risks of labor-related issues among the project staff, such as workplace sexual harassment and discrimination. However, these risks are considered low. They will be largely confined to an office environment and will be reduced with the current COVID-19 context, as training interactions are anticipated to remain largely virtual. The project will give priority considerations in the TA programs and activities to potential beneficiaries who represent underserved demographics, geographies, and sectors including vulnerable disadvantaged and indigenous groups in Brazil and historically underserved

traditional/local communities in Lusophone African Countries. The project will ensure broad information dissemination of its training activities and engagement to facilitate broad participation of potential beneficiaries, particularly the marginalized groups, NGOs, and other institutions who may represent vulnerable segments of society.

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