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Report No: PP5027

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT *AND/OR*
INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT PAPER

ON A

PROPOSED GRANT

IN THE AMOUNT OF

US\$ 2.01 MILLION

TO THE

CENTRE AFRICAIN D'ETUDES SUPERIEURES EN GESTION (CESAG)

FOR A

EVALUATION CAPACITY BUILDING IN FRANCOPHONE AFRICA - CLEAR FA

June 29, 2022

CURRENCY EQUIVALENTS

(Exchange Rate Effective June 29, 2022)

Currency Unit =

= US\$1

FISCAL YEAR

January 1 - December 31

Global Director: Brenda Barbour
Practice Manager: Dugan Ian Fraser
Task Team Leader(s): Fabio Pittaluga, R Jason Thomas Mayfield

ABBREVIATIONS AND ACRONYMS

3ie	International Initiative for Impact Evaluations
AfDB	African Development Bank
APNODE	African Parliamentarians' Network on Development Evaluation
BCEAO	Central Bank of West African States
BOAD	Banque Ouest Africaine de Développement
CESAG	Centre Africain d'Études Supérieures en Gestion
CLEAR	Centre for Learning on Evaluation and Results
COVID-19	Coronavirus
CSO	Civil Society Organizations
GPEDC	Global Partnership for Effective Development Cooperation
GRID	Green, Resilient and Inclusive Development
ENAP	École Nationale d'Administration Publique
E&S	Environmental and Social
ECD	Evaluation Capacity Development
ESF	Environmental and Social Framework
FA	Francophone Africa
FCV	Fragility, Conflict, and Violence
GEI	Global Evaluation Initiative
GPEDC	Global Partnership for Effective Development Cooperation
GRS	Grievance Redress Service
IDA	International Development Association
IDF	Institutional Development Fund
IEO	Independent Evaluation Office
IEG	Independent Evaluation Group
IFR	Interim Financial Report
M&E	Monitoring and Evaluation
MDTF	Multi-Donor Trust Fund
MESA	Monitoring and Evaluation Systems Analysis
MIS	Management Information System
MOU	Memorandum of Understanding
NDPs	National Development Plans
NES	National Evaluation Systems
NGO	Nongovernmental Organization
OP	Operational Policy
PDO	Project Development Objective
PM	Practice Manager
PCWACIE	West Africa Capacity Building in Impact Evaluation program
RICAS	Regional Integration and Cooperation Assistance Strategy for Africa
RBM	Result-Based Management

SDGs	Sustainable Development Goals
SEP	Stakeholder Engagement Plan
SERAF	Suivi et Évaluation en Afrique Francophone
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USD	United States Dollar
VOPE	Voluntary Organizations for Professional Evaluation
VfM	Value for Money
WBG	World Bank Group
WAEMU	West Africa Economic and Monetary Union (WAEMU) West Africa Economic and Monetary Union



BASIC INFORMATION

Is this a regionally tagged project? No	Country (ies)
Financing Instrument Investment Project Financing	Classification Small Grants
Approval Date 30-Jun-2022	Closing Date 31-May-2025
Approval Authority GDD	Bank/IFC Collaboration No

Please Explain

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 the French Speaking (Francophone) African Countries. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies.

This project aims to contribute to the higher-level development of objective of the GEI, namely, to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries for improved evidence-informed policy making.

Components

Component Name	Cost (USD Million)
Develop a culture of evidence-based decision-making in Francophone Africa	0.38
Build capacity for a cadre of evaluators and M&E specialists in Francophone Africa	0.46
Generate and disseminate knowledge products	0.50
CLEAR - FA Internal Capacity Development	0.67



Organizations

Borrower : CENTRE AFRICAIN D'ETUDES SUPERIEURES EN GESTION (CESAG)

Implementing Agency : CENTER FOR LEARNING ON EVALUATION AND RESULTS (CLEAR), FRANCOPHONE AFRICA

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	2.01
Total Financing	0.88
Financing Gap	1.13

DETAILS

Non-World Bank Group Financing

Trust Funds	0.88
Global Evaluation Initiative Multi-Donor Trust Fund	0.88

Expected Disbursements (in USD Million)

Fiscal Year	2022	2023	2024	2025
Annual	0.00	0.88	0.00	0.00
Cumulative	0.00	0.88	0.88	0.88

INSTITUTIONAL DATA

Financing & Implementation Modalities

Situations of Urgent Need of Assistance or Capacity Constraints

Fragile State(s)
 Fragile within a non-fragile Country
 Small State(s)
 Conflict
 Responding to Natural or Man-made Disaster



Other Situations

- Financial Intermediaries (FI)
- Performance-Based Conditions (PBCs)
- Alternative Procurement Arrangements (APA)
- Series of Projects (SOP)
- Contingent Emergency Response Component (CERC)
- Hands-on Expanded Implementation Support (HEIS)

Contributing Practice Areas

OVERALL RISK RATING

Risk Category	Rating
Overall	● Low

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

- Yes No

Does the project require any waivers of Bank policies?

- Yes No



Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

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

Legal Covenants

Conditions

PROJECT TEAM

Bank Staff

Name	Role	Specialization	Unit
Fabio Pittaluga	Team Leader(ADM Responsible)		IEGCD
Mountaga Ndiaye	Procurement Specialist(ADM Responsible)		EAWRU
Seynabou Sarr	Financial Management Specialist(ADM Responsible)	FM	EAWG1



Fatou Fall Samba	Financial Management Specialist		EAWG1
Chaohua Zhang	Social Specialist(ADM Responsible)		OPSIS
Xiaoxin Shi	Environmental Specialist(ADM Responsible)		OPSEF
Anahit Aghumian	Window Manager		IEGCD
Angela Nyawira Khaminwa	Safeguards Advisor/ESSA		LCROS
Dugan Ian Fraser	Program Manager		IEGCD
Escarlata Baza Nunez	Counsel		LEGDF
Rumana Kemer Abubeker	Team Member		SMNUR
Sofia De Abreu Ferreira	Safeguards Advisor/ESSA		SLCSO
Sonya Bebiarisoa Rakotonirina	Team Member		IEGCD
Maria Gonzalez de Asis	E&S Primary PM		SLCSO
Extended Team			
Name	Title	Organization	Location



WORLD
EVALUATION CAPACITY BUILDING IN FRANCOPHONE AFRICA - CLEAR FA

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I. STRATEGIC CONTEXT

A. Strategic Context

- 1. Francophone Africa is experiencing a paradigmatic shift in public governance**, as a result of increasing expectation of citizens vis-à-vis public policies, governmental and non-governmental actors are focusing more and more on achieving tangible results. This shift towards a results-focus and ownership is reflected in the adoption of national development plans aligned with regional and international agendas such as the agenda 2063 of the Africa Union or the Sustainable Development Goals. Today, almost all francophone African countries have developed a national development plan. The implementation of these plans and the achievement of their objectives require rigorous monitoring of progress and evaluation capacity to make necessary adjustments to projects, programs, and policies.
- 2. The COVID-19 pandemic has emphasized the need for national monitoring and evaluation systems to respond socio-economic, environmental, and developmental challenges.** The African Development Bank predicts an increase of 39 million new poor people throughout the continent, 21 million of which in countries of the West Africa Economic and Monetary Union (WAEMU) – predominantly francophone. In addition, the pandemic resulted in increased unemployment, which doubled between the end of 2019 and June 2020 in some countries. Given that 91 percent of jobs in West Africa are in the informal sector, workers' conditions have become more precarious, especially due to a lack of social welfare systems. The situation is similar in Central and Southern Francophone Africa.
- 3. Insecurity and instability continue to hamper development achievements in Francophone Africa.** The region has seen an increase in instability and volatility due to maritime piracy, terrorism, and the adverse impacts of climate change. For instance, the Gulf of Guinea has become the new preferred area for international piracy. In this zone, which extends off the coast of Côte d'Ivoire to Angola, acts of piracy account for 90 percent of all maritime piracy in the world. In recent years, such criminal acts have rapidly intensified and now affect many countries, including Côte d'Ivoire, Guinea, Benin, Togo, Cameroon, Gabon, the Republic of Congo, etc. In addition, terrorist groups have taken root in parts of francophone Africa, including Mali and Burkina Faso. Furthermore, Africa is paying a heavy price on climate change, though its contribution to global emissions is marginal (about 4 percent globally). Increased drought and environmental degradation have had a negative impact on food and nutritional security, access to drinking water for both humans and their animals, and households' purchasing power. The disruption of transhumance corridors linked to the degradation of pastures, the increase in land used for agriculture, and the insecurity along livestock routes have exacerbated cross-border and regional agropastoral tensions.
- 4. On a more positive note, Africa has the youngest population in the world, and this can be an important asset.** However, the demographic pressure corresponds to an increase in demand for jobs, security, better health, and education. The mismatch between demand and supply of social services is reflected in the persistence of poverty and exclusion, limited access to quality services, and lack of



employment. This situation is causing discontent among youths, at times luring them into illicit activities that can affect the overall stability of countries. Though governments devote considerable resources to supporting young people, results are limited.

5. **Against this backdrop, developing evaluation capacity in Francophone Africa is more urgent today than ever.** The growing demand for evaluation services clashes with the limited capacity of African institutions and experts to conduct evaluations, and more acutely in Francophone countries. A report released by the West Africa Capacity Building in Impact Evaluation program (WACIE) in 2020 shows a significant lack of evaluation experts in Francophone and Lusophone Africa. The capacity gap is even more striking on the demand side, particularly among government officials who are at the forefront of defining and managing development policies, and among parliamentarians who are responsible for evaluating public policies.
6. **The institutionalization of M&E systems in Francophone Africa presents a mixed track record.** A recent study by the Global Partnership for Effective Development Cooperation (GPEDC) shows that, although 91% of national development plans mention the SDGs, only 35% of these countries have national data and monitoring and evaluation systems. M&E practices in Francophone African countries have only recently begun to be institutionalized remain relatively weak across the board. For example, out of the 23 countries covered by CLEAR FA, only four have an existing national evaluation policy. Eight have initiated M&E institutionalization processes through diagnostic studies, while nine countries have produced documents that provide a framework for M&E practice in the form of laws, decrees, practical guides, and manuals. Finally, fifteen countries have in place formal governmental structures responsible for the monitoring and evaluation of public policies. Even where these exist, they are largely oriented towards monitoring or control functions, and less towards evaluation.
7. **Building M&E country systems requires government involvement, together with parliaments and civil society organizations (CSOs).** Data driven policy evaluations are not the norm among policy analysts, policymakers, and decision makers and require concerted effort of public officials to cultivate a culture of evidence-based decision-making. A very small group of countries, such as Benin, Niger and Morocco, have a national evaluation policy, a central coordinating agency and a growing number of evaluations conducted by central government bodies. In many other countries however, evaluation activities are isolated and generally carried out by international actors with a limited ownership on the part of national stakeholders.
8. **Technological advances can accelerate the uptake of evidence-based decision making across the region.** Many African countries have embraced technology and digitalization to address development issues in the fields of education, health, and social inclusion. Senegal, Togo, Gabon, and Madagascar have invested in data centers and other facilities to ease access to and secure data. Programs and projects are being implemented to promote start-ups and technological innovation in the field of agriculture, health, and social security. However, technological solutions have only been used in a limited manner to improve countries' monitoring and evaluation systems, and only seldom have investments focused on digitizing monitoring and evaluation tools and techniques. This is an area where countries could use technology to leap-frog and achieve significant results in establishing functional M&E systems.



9. **To generate impact, Evaluation Capacity Development (ECD) initiatives need to address a number of critical challenges.** For example, many ECD initiatives focus on short courses, but training is only one of the ten ECD strategies and alone it has showed significant limitations to get to impact. In addition, countries need support to develop and use quality assurance mechanisms, comply with evaluation norms and standards, and put in place laws, policies, codes of conduct, and ethical principles for evaluation. It is also critical to develop and strengthen evaluation practitioner networks through knowledge and experience sharing as well as peer learning. In sum, it is important to expand the supply of evaluation expertise in Francophone Africa, create local ownership of M&E, and link it to other national development processes. The Global Evaluation Initiative (GEI) is committed to working towards this goal and CLEAR FA will contribute by building on its decade-long work in Francophone Africa since 2012.

B. Sectoral and Institutional Context

10. **The CLEAR (Centers for Learning on Evaluation and Results) initiative is a global, multi-stakeholder program whose objective is to help developing countries build their capacity in monitoring and evaluation (M&E) and result-based management (RBM).** It was created in 2010 to build capacity for monitoring and evaluation (M&E) and foster a culture of evidence-based policy making for better decisions. CLEAR is comprised of six regional centers housed in academic institutions in Brazil, China, India, Mexico, Senegal, and South Africa. These six regional centers are coordinated by a Global Hub based at the World Bank's Independent Evaluation Group. With the launch of the Global Evaluation Initiative (GEI), CLEAR FA has committed to an even broader partnership framework to work on promoting evidence-based public policy in its countries of jurisdiction.
11. **CLEAR centers are now implementing partners of the new GEI.** In 2021, the World Bank's Independent Evaluation Group (IEG) launched the Global Evaluation Initiative, in collaboration with the United Nations Development Program's (UNDP) Independent Evaluation Office (IEO), to catalyze M&E capacity building efforts, bringing together key players and experts in the field of evaluation to help developing country governments put evidence at the heart of decision-making. GEI is an inclusive global partnership committed to developing sustainable, country-owned M&E frameworks and capacities to promote the use of evidence in public decision-making, strengthen accountability, and achieve better results. GEI works to address market failures and generate positive externalities in the M&E environment and culture. It operates where no private solution exists and where there is a likely positive impact on the institutional, national, or regional M&E environment.
12. **CLEAR FA is hosted by the Centre Africain d'Études Supérieures en Gestion (CESAG) in Dakar, Senegal.** CESAG is an international public institution, specialized in training, research and consulting. It was created by the Community of West African member states, pursuant to a decision taken by the Heads of State at the Bamako Conference in 1978. With the dissolution of the Community in March 1994, CESAG was taken over in 1995 by the Central Bank of West African States (BCEAO) on behalf of the West African Economic and Monetary Union (WAEMU), with the aim to preserve this tool for sub-regional integration and management capacity building. To implement its mission of supporting States and transforming human capital, CESAG develops projects in partnership with local actors and development partners.



13. **CLEAR FA is a partner of choice to help the GEI and its donor community achieve the expected results in the Francophone Africa region.** CLEAR FA has a strong reputation as a credible partner for policy makers, champions and change agents. For the past ten years, CLEAR FA supported countries in French-speaking Africa to build and strengthen M&E capacity and establish national evaluation systems (e.g., in Madagascar and Gabon). It has also secured new partnerships with organizations such as United Nations Children’s Fund (UNICEF), the West Africa Capacity Building in Impact Evaluation /International Initiative for Impact Evaluation (WACIE/3ie), the École Nationale d’Administration Publique (ENAP), the West Africa Economic and Monetary Union (WAEMU) Commission, the Banque Ouest Africaine de Développement (BOAD), the African Development Bank (AfDB), and the African Parliamentarians’ Network on Development Evaluation (APNODE). At the same time, GEI's visibility and reputation will further increase CLEAR FA's regional and continental footprint.
14. **Anchoring CLEAR FA within CESAG provides it with a genuine African identity.** CLEAR FA can benefit from CESAG’s reputation as a "Center of Excellence" in the field of tertiary education and research, as well as in terms of consulting services to sovereign States, making it a credible interlocutor for decision-makers. This allows CLEAR FA to access opportunities to foster a sustainability culture and strengthen national monitoring and evaluation systems in many countries.
15. **CLEAR FA is well positioned to address the need to strengthen M&E systems and to contribute to better development outcomes in Francophone Africa.** The Centre can build on its experience in challenging countries to help the GEI fulfill its institutional mandate in Francophone Africa. The work proposed under this grant will contribute to strengthening M&E frameworks (legal and regulatory environment, institutions, systems, policies, practices) and individual and organizational capacities (skills, competencies, experience) in governments and other M&E stakeholders in Francophone Africa.

Box – 1: The Global Evaluation Initiative

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 partners will support evaluation capacity development (ECD) in developing countries, promoting evidence-based decision-making through strengthened M&E frameworks, capacity, and use. The central objective of GEI is to strengthen the M&E frameworks and capacities of governments and other stakeholders in developing countries, as well as the use of M&E data by these stakeholders, by establishing a global partnership of DCE providers and experts, supported by a hybrid trust fund. The GEI will support individuals, governments, and other organizations where there is a market failure in



terms of supply or demand for ECD services (e.g., ECD service providers are not available or respond inadequately to market demands). Through the GEI, more countries will be able to establish and use monitoring and evaluation 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 toward national development goals and the Sustainable Development Goals (SDGs).

GEI will partner and coordinate with key players in early childhood development around the world to achieve its strategic priorities and outcomes. Partnerships will focus on leveraging the entities' areas of strength and comparative advantages. For example, partners such as the Regional Centers for Evaluation and Results Learning (CLEAR initiative) will leverage their technical assistance strengths to strengthen M&E systems in developing countries. CLEAR FA, with its expertise in providing M&E capacity building services and its reputation for excellence, will be a key partner in supporting GEI's work to build the capacity of M&E stakeholders in Francophone Africa.

Box – 2: Highlights of CLEAR FA's achievements from previous grants

This box illustrates key achievements attained by CLEAR FA as a result of M&E capacity development programs in the region over the period 2012 to 2021.

In 2012, the Center received initial funding from the CLEAR trust funds (USD 268,970) as well as resources from the Institutional Development Fund ("IDF") (USD 995,790). These funds were instrumental for the establishment of the CLEAR Center in Francophone Africa and allowed it to strengthen its capacity to provide customized M&E training and high-quality capacity development services to governments and civil society in the region. The Center designed and implemented basic and advanced courses in M&E and related subjects. It reached 286 professionals from government, civil society and NGOs, academia, and the private sector. Of those, 97% reported that the quality of training received was excellent. Additionally, 103 trainers were trained on basic M&E, impact evaluation, evaluation of Water Sanitation and Energy programs, and performance-based budgeting, using a "training of trainers" approach. Trainees, in turn, build capacity of hundreds of others using CLEAR FA courses and products in their own countries across the Francophone region. Overall, approximately 400 people have been reached by awareness, advocacy and knowledge sharing events organized by the Center.

The Center was able to effectively achieve most of its goals by the end of its first grant which closed in May 2016, albeit with moderate shortcomings. These included some delays in the initial implementation schedule (there were two grant extensions in September 2014 and November 2015) and some issues affecting implementation, including: (a) political instability in some target countries that led to the cancellation or postponement of some planned activities; (b) lack of internal capacity to implement the program as expected, due to delays in recruiting qualified permanent staff and restrictions in the grant agreement that prevented the center from doing so; (c) administrative and bureaucratic hurdles related to the complexity of CESAG procedures that slowed



down implementation and payments. Some of these issues related to staffing and CESAG's internal administrative processes improved towards the grant completion and closure date, in October 2021.

In addition to the World Bank financing above, between 2015 and 2017 CLEAR FA received small grants from UNICEF, UN Women and the RFE (for a total of about USD 68,000) as part of the joint implementation of an initiative to strengthen Francophone Voluntary Organizations for Professional Evaluation (VOPEs) in Africa. The initiative strengthened the institutional and partnership capacities of nine VOPEs from eight French-speaking African countries (Benin, Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Mauritania, Senegal, and Tunisia) to better equip them to effectively carry out their mission to promote an evaluative culture in their respective countries. Specifically, the areas targeted included institutional and organizational development, administrative and financial management, leadership, communication and advocacy, partnership, and networking. Finally, a small grant from UNICEF (US\$32,000) funded a joint training program in 2017 for about 20 M&E consultants and experts from Senegal, Benin, Burkina Faso, Cameroon, Côte d'Ivoire, and the DRC on evaluation consulting in development and humanitarian work.

The additional funds mobilized by the Center over the long term are a good indication of the Center's ability to leverage resources to support the implementation of its mandate in the region, to achieve significant results through the strength of the partnership, and to lay the foundation for its institutional and financial sustainability.

In 2018 CLEAR FA received a new grant from the CLEAR World Bank Multi -Donor Trust Fund in the amount of USD 1,337,000, to support the expansion of CLEAR FA mission in the Francophone region of Africa. This grant, originally set to close in December 2018, was extended until October 2021 when it closed. Key achievements include:

- a. Developing a culture of evidence-based decision making
 - The Centre helped to strengthen national evaluation systems in Francophone African countries by conducting national capacity or system assessment, advocacy plan and events, training workshops, and by developing national evaluation policies.
 - The establishment of a virtual observatory on national evaluation systems in order to improve real-time knowledge of monitoring and evaluation practices at country level.
- b. Strengthening a cadre of evaluators and M&E specialists
 - The training of hundreds of executives from public administrations, civil society, the private sector across francophone Africa.
 - a Master's degree program in Project Evaluation, Program and Policy Evaluation to create a critical mass of evaluation specialists across Francophone Africa;
 - The development of training products specific to the sectors of energy, and water, sanitation, and hygiene (WASH).



- It has improved access to a larger and more diverse audience through digital transformation with the digitization of its basic M&E course called SERAF (Suivi et Évaluation en Afrique Francophone) and the training of trainers in adult-education and distance learning methods.
- c. M&E knowledge production and dissemination, including:
- the publication of the SERAF manual.
 - publication of various peer-reviewed articles.
 - the launch of the CLEAR FA quarterly webinar series to provide a platform to share experiences on emerging issues and trends in evaluation culture and capacity development.
 - The organization of an annual roundtable discussions with decision makers, practitioners, and researchers to provide recommendations to high-level decision makers on ways to improve policy effectiveness under the umbrella of “CLEAR - CESAG Consensus for Policy Effectiveness.”
 - The organization of international conferences, including the Lomé Roundtable on Budget-Program and the Conference on Impact Evaluation in Abidjan, in partnership with similar institutions, to share experience, and create synergy.

C. Higher Level Objectives to which the Project Contributes

16. The proposed activities under this grant are well aligned with the World Bank Group's global and regional strategies and priorities, including:

- a) **World Bank Corporate priorities.** The World Bank Group's strategic priorities and commitments set out in the Vision for the Future, the Capital Increase Policy Package, IDA replenishment documents, and IFC Strategy 3.0 demonstrate the level of ambition needed to achieve the WBG's dual goals and contribute to the achievement of the SDGs. M&E has an important role to play in monitoring progress toward these goals, improving good governance, transparency, and accountability in client countries, and ultimately contributing to an improved quality of life. As an implementing partner of the GEI, which focuses on developing and improving the monitoring and evaluation capacity of key stakeholders in developing countries, CLEAR FA will help the WBG and its clients in the French-speaking African countries to improve their effectiveness in addressing these strategic priorities.
- b) **The World Bank's Africa Strategy for 2019-2023** identifies six key priorities for the Bank's work in the region, including "Making institutions more effective and accountable," by supporting governments to strengthen public policy processes, manage resources effectively, and enhance the equitable and reliable delivery of public services. CLEAR FA contributes directly to this priority by strengthening the institutional monitoring and evaluation capacity and program reporting systems of its client countries in the Francophone African region. In addition, other priorities of the Africa Strategy include “Investing in People,” “Supporting Climate Change Mitigation and Adaptation,” and “Addressing Fragility, Conflict, and Violence” – dimensions that overlap with the work programs of the GEI and CLEAR FA on the role of M&E



in the design and management of development programs that address climate change, poverty, fragile political situations, and inequality. In this regard, the GEI is paying particular attention to the key pillars of the World Bank's Africa Strategy, including a proactive and explicit approach to gender mainstreaming in M&E systems, a stronger link between M&E systems and climate change adaptation and mitigation, and a focus on youth – a critical human capital asset in the African context.

- c) **World Bank Group Global Strategy for Fragility, Conflict, and Violence (FCV) 2020–2025.** The recently approved WBG strategy on FCV emphasizes the critical importance of strong monitoring and evaluation systems for achieving the Bank Group's twin goals of ending extreme poverty and boosting shared prosperity as well as making progress towards the Sustainable Development Goals (SDGs). The FCV strategy particularly notes the importance of "developing stronger M&E systems and fostering client capacity" as key drivers to better understand and address the pervasive development challenges associated with FCV countries where the WBG operates. Well-developed and functioning M&E systems are critical elements for tackling drivers of fragility and sources of resilience, as well as assessing the effects of programs and policies on risk mitigation and prevention. The FCV strategy further emphasizes the need for "adapted" and "innovative" approaches when it comes to providing M&E system strengthening capacity development support for counterpart countries suited to the nature of fragility and challenging operational context. The proposed CLEAR grant for Francophone Africa will contribute to these WBG's FCV strategic objectives in key FCV countries supported through the grant, including Congo and other FCV countries that will be supported over the course of the three-year grant implementation. Activities supported through CLEAR FA will ensure M&E capacity development provided through the grant is catered to the fragility context.
- d) **The World Bank's Regional Integration and Cooperation Assistance Strategy for Africa (RICAS, 2018)** outlines four strategic pillars to boost integration. The CLEAR FA project contributes to RICAS objective 3.4: "Support targeted regional capacity building efforts that result in improved national public sector delivery systems." Indeed, CLEAR FA has secured a strong partnership with regional organizations such as BOAD, WAEMU, APNODE, etc. In addition, the 2020 RICAS update slightly revised the original pillars, noting that in a post-COVID-19 context, there will be a greater emphasis on human capital, which includes a focus on skills and capacity building: "The Human Capital Development pillar will focus on pandemic response and disease surveillance, skills and capacity building, harmonized statistics, identification for development, demographics, and gender empowerment." In the M&E sector, CLEAR FA is an experienced capacity building service provider and enjoys a great reputation in the Francophone Africa.
- e) **In 2005, the World Bank Group rolled out results-based management at the country level and, in 2021, it continues to build on this experience to strengthen results orientation, including through the WBG Outcome Orientation roadmap.** CLEAR FA will contribute to GEI's support of the WBG's results orientation program by creating a cadre of professionals in client countries who are trained in monitoring, evaluation, learning and adaptive management practices. These skills will enable countries to monitor the success of policies and investments to address the effects of the COVID-19 pandemic, which has had a significant impact on growth, job creation, and inequality, threatening to erode the development gains.
- f) **Similarly, CLEAR FA will support the Outcome Orientation agenda by helping countries focus on high-level longer-term outcomes,** even as they respond to momentary COVID emergencies, through strengthening their M&E systems/framework for monitoring long-term program outcomes. Building



strong monitoring and evaluation systems will not only be an essential tool for governments to define effective policies to mitigate the short-term impacts of the pandemic but will also provide a basis for reforms that will create the conditions for economic recovery, as illustrated by the Green, Resilient and Inclusive Development (GRID) strategy that the Bank endorsed in 2021. Stronger systems must be put in place to monitor progress and learn from past experiences. Monitoring and evaluation capacity and resources are central to this process. As such, CLEAR FA's work to strengthen M&E systems contributes directly to enabling countries to recover from the negative impacts of the pandemic and to better rebuild.

II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

17. The project's specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in the French Speaking (Francophone) African Countries. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies. This project aims to contribute to the higher-level development of objective of the GEI, namely, to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries for improved evidence-informed policy making.

B. Project Beneficiaries

18. **The grant will target and benefit a range of stakeholders in Francophone Africa region:** (i) government agencies (including monitoring and evaluation agencies, line and sectorial ministries and sub-national governments) looking for sustained engagements to resolve or satisfy their M&E capacity needs; (ii) civil society organizations that help strengthen M&E systems; and (iii) evaluation professionals who need to build their capacity to conduct high quality evaluations; and (iv) parliamentarians and decision-makers who play an important role in strengthening national M&E systems, without necessarily practicing it on a daily basis.

19. **CLEAR FA will support the targeted beneficiaries at two levels:**

- a) Organizational, where support is provided to build M&E capacities of institutions such as government agencies (particularly but not limited to evaluation and training units), national schools of public administration, evaluation networks, and civil society organizations.
- b) Individual, which focuses on building the capacity of individuals whose knowledge, skills, and competencies are essential to achieving any system-level impact or culture change.

20. **Beyond targeting individuals and organizations, CLEAR FA activities will have a broader impact and contribute to creating an enabling environment for the emergence of a strong evaluative culture in countries.** While these activities will work directly with individuals and/or organizations as an entry point, the ultimate goal will be to influence a higher level, either national or regional, through institutional and regulatory reforms, policy development and adoption, legislation, etc.).

21. **At all levels, CLEAR FA will target various audiences (including evaluators, users and commissioners**



of evaluation, researchers, policymakers, and managers of evaluation) and employment levels (including executive, managerial, technical, and professional). CLEAR FA will prioritize beneficiaries who represent underserved demographics and geographies to ensure that evaluation training is available to those who are best placed to use this knowledge. ENAP has always encouraged women's participation in evaluation training, and they remain another key target group to benefit from CLEAR FA services.

22. **CLEAR FA will focus on countries, institutions and individuals in the Francophone Africa region most likely to have a systemic impact on the use of evidence in their respective country/institution.** The stakeholders and activities will be demand-driven but also chosen taking into account a strategic client prioritization criteria, including: 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 beneficiary; iv) likelihood that the activities will lead to other demands for relevant services and long term engagements with the strategic client; v) strategic clients' interest and ability to replicate capacity building efforts; vi) possibility to leverage the engagements to develop public goods and knowledge; vii) possibility to establish new partnerships and leverage alternative sources of funding; viii) existing relationships and partnerships; and ix) low-income states, fragile, and conflict affected economies, and small states in the Francophone Africa regions. The project team at CLEAR FA will engage regularly with GEI's Global Team and partners to identify shifts in the countries' context and future opportunities for engagement in other countries.
23. **Ultimately, the final beneficiaries of this grant are the citizens of the Francophone Africa region,** who will benefit from the use of evidence for better policies, enhanced accountability, and good governance.

C. PDO-Level Results Indicators

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

- Number of knowledge products, policies, strategies, plans under this grant
- Percentage of participants that provide positive feedback or training relevance, quality and knowledge acquired
- Expanded institutional, thematic, or geographic coverage through new or existing partnership
- Percentage of partners providing positive feedback on technical assistance supports.

III. PROJECT DESCRIPTION

A. Project Components

24. **The demand for M&E strengthening services is growing in Francophone Africa.** The linguistically defined Francophone Africa region covers the French-speaking countries across the African continent, ranging from low- to high-income countries. The diversity of development challenges and political



priorities is reflected in the heterogeneity of the countries' monitoring and evaluation (M&E) systems and practices, where some countries are more advanced while others lag. Although Francophone African countries are diverse, have different histories and are situated in heterogeneous geographical contexts, they share a common language and a common constitutional basis, which facilitate the work at a regional scale.

25. **CLEAR FA envisions to improve the environment and capacity of client countries supported through targeted interventions, looking at both the demand and supply side of evidence-based policy making.** For instance, a serious impediment for the demand of evaluation by national stakeholder is funding and ability to commission. As such, the Center's advocacy efforts aim to systematize provision of funding to evaluations throughout government budgets. The national evaluation policies that the Center develops aim to define a framework and the necessary preconditions for this. Its consultation mechanisms with key stakeholders and country champions focus on the incentives that countries need to put in place to create this demand in a sustainable way. The Center works to create demand by (i) provoking a shift in the mindset of decision makers, a paradigm shift through awareness and advocacy activities; (ii) addressing the problem of funding by taking advantage of mechanisms put in place due to the program budgeting reform issue; and (iii) building capacity to commission and oversee evaluations.

26. **To fulfill the growing demand for M&E capacity, CLEAR FA will offer a wide range of high-quality M&E services and technical assistance to governments and civil society clients at the individual, organizational, and enabling environment levels.** Based on its country-led strategy, CLEAR FA's primary strategy is to assess and address the capacity needs of a select number of countries and devise a package of solutions specific to those needs. The Centre's services include country rapid assessment, Monitoring and Evaluation Situation Analysis (MESA), technical assistance, short and long thematic workshops and courses, community of practice development, knowledge products and dissemination through research and studies. CLEAR FA also works to improve the capacity of other M&E service providers in the region, capturing lessons learned about "how" and "what works" in building M&E systems in the region.

27. **This grant will finance activities that support national and regional institutions.** Many Francophone African countries are members of regional economic and monetary unions that define regulations and policies at a supranational level. In turn, those have an impact at national level when implemented by member governments. As such, CLEAR FA will support institutions at both national and regional levels, specifically:
 - a) **at regional level** CLEAR FA will work with institutions such as the WAEMU Commission, BOAD and APNODE to encourage the creation of regulatory frameworks for the promotion of monitoring and evaluation functions. These regional institutions play an important role in setting policy priorities in the West African context. In addition, the Center will work with technical, academic and research partners, as well as regional and international VOPEs to advance M&E knowledge and practice in the region through technological and methodological innovation, facilitation of access to data and knowledge, training, and organization of major regional advocacy and



dissemination events.

- b) **at country level** CLEAR FA will support governments and public institutions, as well as civil society organizations and universities. The actual work program is designed according to the existing level of institutionalization of evaluation. The Francophone Africa countries are divided into three groups ranging from countries with experience implementing national evaluation policies to country with little institutional arrangement. For example, countries such as Benin and Niger have a rather functional system with a national evaluation policy supported by a coordinating agency and a growing number of evaluations conducted by the central government. Others such as Côte d'Ivoire, Gabon, and Senegal are in the process of setting up a national evaluation system, with the evaluation function assigned to specific actors. On the lower end of the spectrum, instead, are countries with relatively poor evaluation systems and isolated evaluation activities generally conducted by international donors. This includes Chad, Mali, and the Democratic Republic of Congo. Therefore, CLEAR-FA's strategy will be adapted to country contexts.

28. Activities financed by this grant will be implemented along the four main components below. Components mirror the structure of the GEI business lines.

- **Component 1:** Develop a culture of evidence-based decision-making in Francophone Africa
- **Component 2:** Build capacity for a cadre of evaluators and M&E specialists in Francophone Africa
- **Component 3:** Generate and disseminate M&E knowledge products
- **Component 4:** CLEAR – FA Internal Capacity Development

Component 1: Develop a culture of evidence-based decision-making in Francophone Africa

29. **In Francophone Africa regional policies have an impact on decisions made at national level.** For example, working closely with regional bodies to adopt M&E regulatory frameworks would be instrumental to foster the adoption of national evaluation policies and guidelines at country level. CLEAR FA will continue its engagement with regional organizations (BOAD, WAEMU Commission) to foster the adoption of M&E tools (policies, guidelines, etc.) and to harmonize the implementation and use of evaluation evidence in policy making. The overall aim is to create an enabling environment, where support focuses on strengthening the legal, regulatory, and institutional frameworks that promote a culture of evidence-use in decision-making and lead to systemwide impact. In particular, CLEAR FA will carry out the following activities with regional bodies:

- **APNODE** (African Parliamentarians' Network on Development Evaluation) is a network of African parliamentarians and development partners promoting the use of evaluation in national decision making to support effectiveness and inclusive growth. The Network has the mandate to strengthen the capacity of African parliamentarians for quality oversight, policymaking, and national decision-making by ensuring appreciation, demand, and utilization of evaluations in their daily work. CLEAR FA is member of Executive Committee of the APNODE and will support the implementation of the APNODE Strategic Plan, which entails supporting the institutional development of the network, and capacity building of its members. Activities supported through CLEAR FA involves conducting capacity need assessments of parliamentarians; facilitating national



or regional awareness raising and capacity building events and training workshops; creating a directory of technical partners to support the development of the network and its national antennas; engaging in high level meetings with various stakeholders, both face-to-face and virtual. CLEAR FA will also provide support to the extension of the Network to new members and countries. As such, CLEAR FA will conduct awareness raising workshops. The Center will also support high-level visits between APNODE and community institutions at the regional and continental levels (African Union, Economic Community of West African States –ECOWAS, WAEMU) to promote an overall evaluative culture.

- **WAEMU/BOAD:** The West African Development Bank started discussion with the Commission of WAEMU, and the West African Central Bank (BCEAO) to develop a directive for monitoring and evaluation in the member states. CLEAR FA will provide technical support to this effort by conducting feasibility study, aimed at complementing the analysis of the M&E ecosystem in the region and determine the state of readiness of countries, including the suitability of a regional directive for evaluation. The study will define modalities for its transcription and application in the countries and help stakeholders agree on the roadmap for the development of such a directive. CLEAR FA will also provide technical support for organizing a high level workshop with the aim of defining a strategy for designing the directive over the next two years. This will lead to the actual drafting of the directive at the end of the third year.

30. At the national level CLEAR FA will primarily focus its efforts in five countries with high impact potential, i.e., Côte d'Ivoire, Congo, Gabon, Madagascar and Togo. Depending on the opportunities leveraged by activities in year 1, and contingent upon the availability of additional funding, technical assistance may be offered to new client countries in year two and three of this grant. Activities to be implemented in each of these countries are detailed below:

Côte d'Ivoire

- (i) CLEAR – FA will conduct advocacy meetings with decision makers, national stakeholders, and development partners to build awareness on M&E system.
- (ii) Conduct a national capacity assessment (MESA) to raise awareness on the strengths and weaknesses of the existing system and capacity potentially in partnership with ENAP.
- (iii) Assist the government in building a national evaluation capacity building plan. This activity requires implementing two (2) workshops virtually and one (1) on-site.

Congo

- (i) Conduct advocacy meetings with decision makers, national stakeholders and development partners to build awareness on M&E system.
- (ii) Implement a national capacity assessment to raise awareness on strengths and weaknesses of the existing system and capacity.
- (iii) Develop a National Evaluation policy.

Gabon

- (i) Conduct a national diagnostic study to understand the existing M&E system and any associated capacity needs.
- (ii) Develop national evaluation policy and evaluation guidelines.



- (iii) Carry out a mapping exercise to identify the needs for evidence in decision-making.
- (iv) Assist the Government to design an M&E capacity building plan for the public sector, academic institutions, the private sector, and civil society, including VOPE.

Madagascar

- (i) Support the intake and implementation of the National Evaluation Policy through advocacy activities, including convening events such as roundtables and high-level meetings, awareness-raising workshops, government seminars, production and dissemination of learning notes, policy briefs, and other technical papers to policymakers.
- (ii) Support the Partners roundtable for the implementation of the National Evaluation Policy.
- (iii) Develop a national capacity building Plan.

Togo

- (i) Conduct advocacy activities vis-à-vis high-level decision makers (Ministries and other government officials)
- (ii) Conduct a diagnostic study on the state of M&E in the country using the MESA tool.
- (iii) Support the completion of the evaluations of 3 PIP projects in key sectors, such as the program budget, COVID-19 in year 2 and 3.
- (iv) Develop a methodological guide on how to evaluate the impact of the program budget reform.

Component 2: Build capacity for a cadre of evaluators and M&E specialists in Francophone Africa

31. Activities under this component will include aspects of the supply side (producing M&E information, conducting evaluations) as well as the demand side (setting up systems, commissioning and managing evaluations, using M&E for decision-making, etc.). Target beneficiaries will be professionals working in government, civil society, academia, and the private sector.

32. At the regional level CLEAR FA will deliver:

- a) **Training workshops** on the use of evidence to the members of the APNODE Network. The Center will develop the training materials, including case studies, and implement workshops onsite in a selected number of countries, as well as online to facilitate broader participation. These workshops will build on awareness activities listed under component 1 to increase parliamentarians' commitment towards M&E.
- b) **M&E Master Program.** Given the regional scope of CESAG, CLEAR FA will continue supporting the implementation of its Master program to create a critical mass of evaluators for the region. With this program, the center will focus on developing evaluation skills in specific areas such as security and peace, youth and children, gender, and climate change in collaboration with programs and institutions working in these areas. The Center will support the recruitment of 5 international part-time experts for the delivery of courses on specific thematic areas (evaluation of complex interventions, evaluation in the field of peace and security etc.). It will also implement a joint internship program in partnership with other evaluation service providers in order to give students the opportunity to gain practical skills in conducting/managing evaluations. By the third year, the Center will support CESAG to transform the Master's program into a joint degree



program with ENAP.

- c) **Evaluator Certification Program:** The Center will support CESAG in implementing a university certificate program by the end of year two of this grant. Participants will be certified either through a process of validation of their work experience or by attending a series of the Center's short-term training courses. The certificates will count as credits that can be used towards the completion of the master program. This process will contribute to the professionalization of evaluators, most of whom are not accredited or do not hold degrees that attest to their expertise in the field.
- d) **Online training activities:** CLEAR FA will use the CESAG's virtual training platform to develop three (3) online courses including "Monitoring and Evaluation of Policies for Children and Youth". Enrollment into these courses will be open to individuals across the entire region on a voluntary basis.

At the national level CLEAR FA will deliver:

- a) **Training courses** to respond to specific training needs in priority countries using existing materials and by developing five (5) new courses. Consultants will be hired for the development of these courses. The Center plans to implement one training workshop in each of the priority country
- b) **PREFA-EI Phase 2:** The Center will partner with national institution to build capacity of their staff on the field of impact evaluation for rural development. The training process of PREFA-EI is divided in three components. Selected candidates will first receive an online training to upgrade their basic skills. An onsite training workshop will then be implemented in Dakar and followed by a coaching process for the successful implementation of their evaluation proposals.
- c) **Building capacity of 2 Cohorts of 3 Young professionals:** CLEAR FA will promote the development of young professionals in priority countries through its Young Professionals program. The Young Professional Program helps support the development and emergence of young talent in evaluation. The Center therefore selectively identifies promising and motivated young professionals (selection based on excellence and criteria of inclusion and representativeness) and hosts the selected candidates for 6 months during which they receive training and practical experience. In return, the candidates actively participate in the Center's activities by working as part of the team. Two Cohort of 3 Young professionals each will be enrolled every year to join the team in Dakar. They will be provided with opportunities to work directly on various activities of the Center.

Component 3: Generate and disseminate knowledge products

- 33. **At the regional level, the Center aims to support the WAEMU Commission to promote the use of evidence in the budgeting process at country level.** As such, the Center will collect data from the WAEMU member states on the subject with the aim of developing case studies that present country experiences and highlight lessons learned in budgeting processes, the use of evaluation results, as



well as actions needed to improve evidence-based decision making. The knowledge generated will contribute to the awareness campaign for the WAEMU Commission, APNODE and other regional institutions as planned in Component 1. CLEAR FA will also develop a regional guide on the use of evidence in program budgeting and an assessment tool on the implementation of the program budgeting in partnership with ENAP.

34. **CLEAR FA will partner with BOAD to evaluate development projects funded by the bank across the region.** Two projects will be evaluated by the center in 2022, and a number of other projects will be evaluated in the following years. Knowledge products (policy brief, papers) will be produced from each of these evaluation reports and shared with the Bank and governments in the region for evidence-based decision making.
35. In addition, the Center will work with technical, academic and research partners, as well as regional and international VOPEs to advance M&E knowledge and practice in the region through:
 - a) **Establishment of a regional observatory:** this digital and online platform will facilitate access to data and knowledge on the state of M&E in Francophone Africa. The observatory will help improve knowledge of issues and trends, reforms, measures, and the state of M&E practice in host countries. It will contribute to advocacy for M&E and advance the agendas for institutionalization and professionalization of public policy evaluation in Francophone Africa. The development phase of the platform is almost complete, and the next grant will allow for its deployment and implementation.
 - b) **Regional awareness and dissemination events.** The Center will continue to organize high-level roundtables and conferences to stimulate a reflection on the major issues and emerging trends in the institutionalization of evaluation on the continent, as well as to promote advocacy and awareness among decision-makers, knowledge and experience sharing, and networking. More concretely, CLEAR FA will organize a series of events, including, but not limited to:
 - CLEAR FA's quarterly webinar series
 - A regional roundtable
 - Annual day events
 - gLocal evaluation week
 - A high-level regional youth forum.
 - c) **Publication of knowledge products resulting from its work and research.** As part of this, the Center will edit one CESAG Research Papers and implement 5 knowledge sharing webinars.

Component 4: CLEAR - FA Internal Capacity Development

36. **This component will focus on improving the internal capacity of CLEAR FA, with the goal of strengthening its operational capacity, and promote efficiency and transparency in the use of resources.** Activities financed by this grant under this component will include:
 - a) training and skills development for its core staff, including young professionals. This will include



research skill development, capacity building in English, and project management. These trainings will be provided by third parties either on site, or online.

- b) develop better monitoring and evaluation mechanisms and systems for project implementation that identify and manage future risks, including the development of an information management system for effective asset management.

37. **CLEAR FA will continue to systematically learn from its activities.** To do this, the center will collect feedback from participants at the end of workshops and trainings through feedback forms that assess the quality, usefulness, and effectiveness of the activity, as well as whether participants' learning needs were met. In addition, CLEAR FA will conduct tracer surveys six months after a given workshop or training to understand how participants are actually applying the lessons learned in their daily work. This data will be used to analyze the impact of CLEAR FA's activities and to guide the development of future workshops and training, as well as other capacity-building initiatives such as technical assistance, coaching and mentoring. In addition, CLEAR FA has set up a system that allows it, through a biannual survey, to measure the risks related to its reputation and the quality of its products.

38. **CLEAR FA will report on implementation progress and results through GEI's management information system (MIS), including via the ISRR report, aligning its reporting with GEI's M&E framework.** GEI MIS complement the WBG's standard reporting arrangements with a tool tailored to ensure sound financial management of all GEI grants and related activities, and to track implementation progress in real time, including data on expenditures, revenues, and the nature of interventions, clients, grant justification, pricing, and expected and actual results. Reporting through GEI MIS increases the transparency of CLEAR FA's work and allows to identify real or potential implementation difficulties and to promptly address the activities if necessary.

B. Project Cost and Financing

Project Components	Project cost	Trust Funds	Counterpart Funding
	2,005,000	875,000	0
Total Costs	2,005,000		
Total Project Costs			
Total Financing Required	1,130,000		

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

39. The "Centre Africain d'Enseignement Supérieur en Gestion (CESAG)" based in Dakar Senegal was



competitively selected in 2012 to house the CLEAR Center for Francophone Africa (CLEAR FA). CESAG was selected in an open and competitive process from among 22 candidates from across the region, because of its deep understanding of the region, the support and demands it received from governments, and its prestigious standing in overall capacity building.

40. CESAG is an international non-profit public institution established in 1985 by the Heads of State of the West African Economic and Monetary Union (WAEMU) with the aim of contributing to the sustainable development of Africa through capacity building, training, production and dissemination of actionable knowledge and advisory support. The Center provides governments, companies and other organizations with expertise to address the emerging economic, and social issues and challenges on the continent. The development challenges of Africa addressed by CESAG broadly overlap with the vision and mission of the GEI to foster the creation of better evidence-based policies to improve people's lives. CESAG has been working since 1985 on these issues and has therefore acquired a wealth of knowledge and experience on them.
41. Since 2012, CLEAR FA has been working on ECD in Francophone African countries. CLEAR FA has received and implemented two separate World Bank projects (CLEAR MDTF), including an initial grant in 2012 (P132789 for USD 268,970) coupled with a parallel IDF for the Africa region (P126603 in the amount of USD 995,790); and a second grant in 2018 (P160703 for USD 1,337,000). These grants have been instrumental in expanding the Center's footprint in the region. Drawing on its solid knowledge of the local context and significant experience in building M&E capacity at the individual, organizational, and enabling environment levels, CLEAR FA has been able to achieve significant results that increasingly position it as a driver of the development of national evaluation systems and capacities. The current grant would be the third of this type for CESAG, which has acquired over the last 10 years a good command of the rules and procedures of satisfactory management of projects funded by the World Bank.
42. CESAG will be the sole beneficiary and the sole implementing entity for the project. Although the Project has regional coverage, there will be no sub-implementing agencies or affiliated Center for the project. CESAG is a legal entity with the authority to enter into contracts and partnerships with international organizations. Although it may enter into strategic partnerships with other providers in client countries, the management of funds will be carried out exclusively by CESAG.
43. CLEAR FA will be governed by CESAG's rules and regulations as well as the World Bank's rules and regulations applicable to this grant. CESAG's internal control and quality assurance unit, its internal audit department and its legal departments work together to systematically review all operations initiated by CLEAR FA to ensure that they comply with the applicable rules, procedures and standards.
44. The proposed governance structure for the implementation of this projects includes three (3) levels, i.e., the GEI Global Hub, CESAG, and the CLEAR FA Management Team.
45. CLEAR FA will work under the strategic direction of the GEI Global Hub. As such, it will participate in the strategic thinking and work that will be carried out at the global level to achieve the high-level objectives of the global partnership. The Center will produce and submit to the Global Hub, through the GEI&US platform or any other prescribed channels, semi-annual analytical reports on the



implementation of its activities in the field. It will also provide the Bank with a financial monitoring report, in accordance with the Bank requirements.

46. At CESAG, the project management team will be under the direct authority of the Director General. The strategic positioning of CLEAR FA in CESAG's organizational chart is intended to guarantee a smooth flow of its operations and the creation of synergies with other internal units in order to foster its sustainability. The institutional anchoring at CESAG also places the project under the governance bodies of its host institution, namely the Board of Directors chaired by the Governor of the Central Bank of West African States (BCEAO) and the Scientific and Pedagogical Council. The Director of CLEAR FA will report on the day-to-day management of the project to CESAG management at its weekly CESAG steering committee meetings. In addition, a quarterly and annual management report will be produced for the statutory meetings of the Board of Directors and the Scientific and Pedagogical Council of CESAG.
47. The CLEAR FA Director plans the budget, but all expenses are subject to the CESAG's Director General authorization as prescribed in CESAG's internal regulation. Each expenditure is initiated by CLEAR FA Director, implemented by the project Accounting and financial officer and processed by the Financial Department of CESAG using the mechanisms in force for the management of purchases and supplies, payments, human resources, etc. CESAG maintains separate records and ledger accounts for all donor contributions, which are audited every year, during implementation.
48. The project management team will be led by a Director who will head a staff of eight (8) full-time administrative and technical officers, but also part-time and punctual technical experts who will be mobilized as needed. The Director, acting under the authority of CESAG's Director General, is responsible for the management and monitoring of the project. He oversees the planning of project activities and resources and is the point of contact with the GEI/World Bank for any administrative or operational question with the implementation of the grant. He monitors the implementation of the project and acts as a bridge, when necessary, between the Bank and the various services of CESAG (financial, legal, procurement, etc.) to ensure compliance with the contractual agreement.
49. Project team meetings will be held at least every two weeks to monitor timelines and deadlines, address operational issues, discuss strategies and make adjustments to the work plan as necessary. These meetings will be an opportunity for CLEAR FA to conduct a performance review and ensure that project activities are being carried out successfully and on time. An internal systematic data collection mechanism will be put in place to monitor project indicators. This will facilitate the production of all reports for the GEI Global Hub and CESAG as mentioned above.

Project team and responsibilities

50. The full-time staff responsible for the implementation of this project includes:
 - **A Director:** who is responsible for defining and implementing the Centre's strategy in response to priority needs expressed in the region and in line with the objectives of the GEI theory of change. He provides overall technical, strategic, administrative, operational and logistical leadership to the Centre, with a focus on achieving results. He is responsible for the management of all staff,



including consultants.

- **A Deputy Director:** who is responsible for participating in the definition of the strategy and supporting the operational management of the Centre. He provides technical assistance in planning, implementing and measuring the results of the Centre's activities. He globally supports the Director in his role, and assist in the oversight of the project's compliance with the rules of the World Bank, including the aspects regarding procurement and financial management, the Environmental and Social Framework (ESF), etc.
 - **Two (2) Senior M&E Technical Experts** (to be recruited): responsible for technical assistances, advisory supports and applied research works. They will be responsible for providing expertise (conceptual and methodological) for conducting or supervising studies and diagnosis; developing and implementing ECD activities, M&E policies, plans and tools, applied research and thematic evaluations, knowledge generation, etc. They will be responsible for the scientific coordination of the Centre's activities and for the quality assurance of the products and services offered.
 - **A Knowledge Management and Communications Officer:** who is responsible for: (i) supporting the process and strategies for creating, promoting and sharing knowledge; (ii) overseeing the development and management of knowledge sharing platforms; and (iii) promoting Centre activities, products, and services.
 - **A Finance and Accounting Officer** (to be recruited): Responsible for fund management, accounting operations and financial monitoring (including disbursement requests and periodic financial reports) according to the Bank's procedures.
 - **A Program Officer** (to be recruited): in charge to bring pedagogical and organizational support to the implementation of the activities of the Center. S/he assists all the senior staff in the preparation and launch of activities, monitoring and evaluation including production of activities reports. S/he participates in the process of identification, selection, and work of consultants.
 - **An Administrative Assistant**, in charge of the secretariat, including the management of the office, the Director's agenda, mail, archives, etc. S/he is responsible for logistical and administrative support for project activities, including managing registrations for training activities and liaising with participants, preparation and launching of the Center's activities, the arrangement of staff departures on mission, etc.
51. The full-time staff will be assisted by a group of 3 qualified young and emerging evaluators and researchers, recruited selectively on the basis of excellence and inclusion criteria, as part of the Center's Young Professionals Program. The Center will host them as interns for a period of 6 months renewable once, which would offer them a chance to develop their skills through a practical immersion.
52. CLEAR FA will also mobilize part-time support of CESAG or other partners' experts (other CLEAR Centers, ENAP, etc.), depending on their profile and experience, to support certain mandates. It is planned to contract a procurement expert over the project implementation period to provide ad hoc,

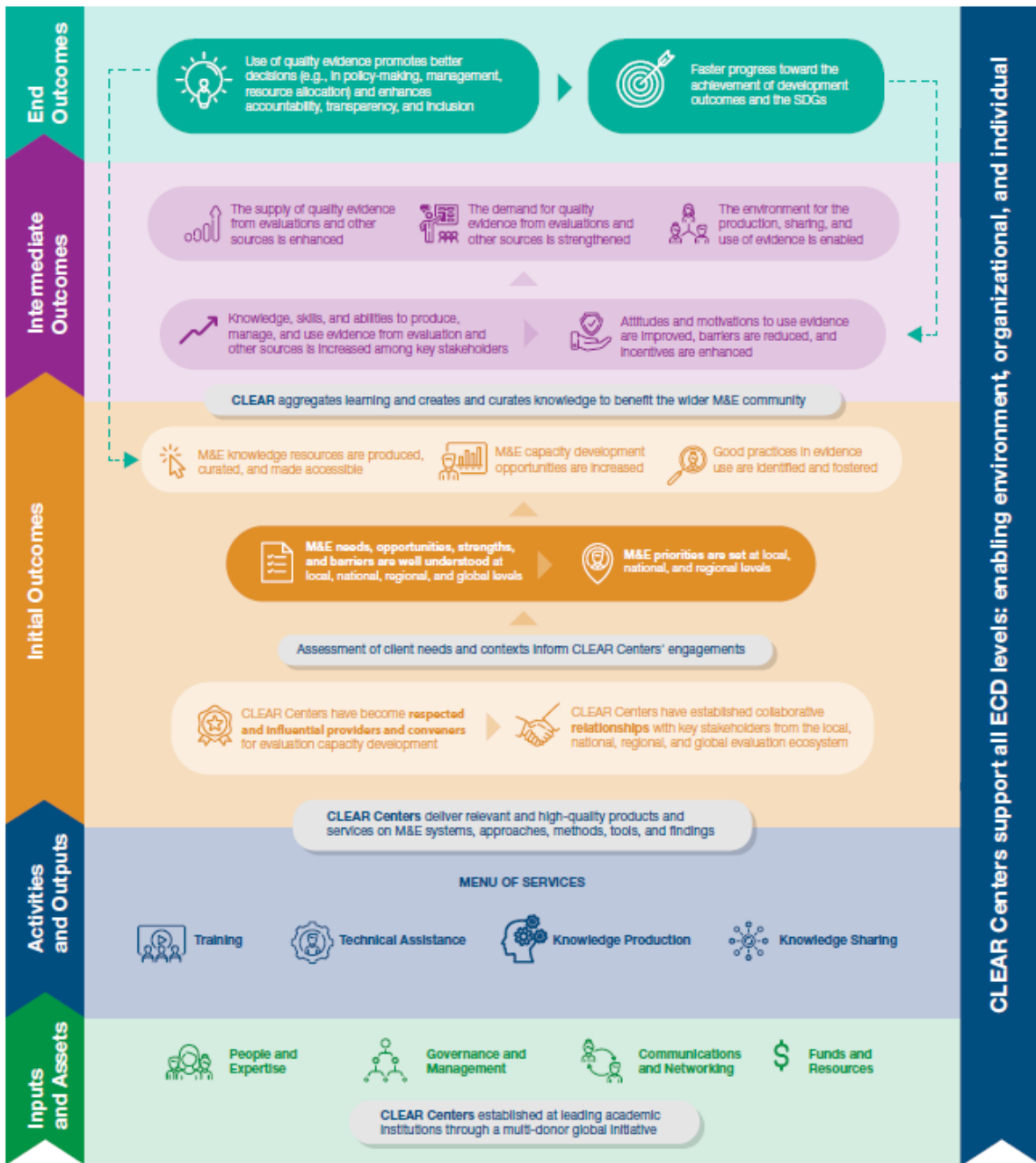


on-demand support on procurement aspects. Also, the Center will maintain a roster of national and regional consultants based in several French-speaking African countries, who can subsequently be mobilized on an ad hoc basis by CLEAR FA to support its technical assistance, training, applied research, knowledge production and dissemination activities, etc. in the countries.

B. Results Monitoring and Evaluation

53. Underlying Theory of Change informing this project. The proposed project is based on a theory of change that links CLEAR FA inputs to system-level outcomes in client countries. By working with various stakeholders, including governments, parliaments, and civil society, through training, technical assistance, and knowledge generation and sharing, CLEAR FA helps identify and address key gaps in M&E systems through diagnostic or MESA studies, on the one hand, and seek practical and conceptualized solutions for the other. Through its multi-dimensional nature, CLEAR FA is expected to address M&E needs at the local, national, and regional levels in Francophone Africa in ways that contribute to improved data, knowledge, practices, and ultimately to better use of evidence in decision-making. Partnerships are an essential ingredient in achieving the desired outcomes at all levels.

Box 2: Underlying Theory of Change



C. Sustainability

54. CLEAR FA's strategy and action are guided by key principles listed below that aim to (i) consolidate its reputation as a recognized ECD Center; (ii) promote a relevant, appropriate and targeted response to emerging challenges on the continent; (iii) ensure the adequacy of its support to real needs and national priorities and lead to a significant impact in the countries. This ultimately guarantees sustainable demand over time. These key principles are:



- **Planning:** The Center's interventions in a given country will be articulated in a country strategy that will be defined from a proper assessment of the national situation (MESA), in order to find the appropriate entry point, partners and activities.
- **Opportunism:** The Center will be responsive to its local partners. It will respond to their needs and provide support according to signals; it will look for opportunities for collaboration through prospectation and by anticipating the changing context of Francophone Africa.
- **Search for impact:** The country's actions will be oriented towards the seeking of a real transformation to the detriment of isolated activities with little potential for impact on change.
- **Systemic orientation:** The Center's approach is based on a systemic logic that combines institutional, organizational and individual capacity building strategy.
- **Endogenization:** The Center's interventions are rooted in national cultural realities and promote endogenous practices.
- **Partnership and search for synergy:** partnerships will be developed to create synergies of actions.

55. In addition, the Center relies on its endogenous issues-oriented approach to remain relevant to a highly volatile demand. It has built (and will continue to build) its products and services on a number of priority themes that emerge from the changing environment and socioeconomic contexts in countries, which are at the heart of development issues in countries and of interest to decision-makers and major donors. These are: Children and youth employment, Education and self-capacitation, social inclusion (gender and other minorities), Economic integration of Africa, Informal/formal norms, Peace and security, Climate change and environment.

56. Finally, from an internal point of view, it should be noted that the institutional anchoring of CLEAR FA within CESAG provides it with a genuine African identity which is a comparative advantage in different markets. The Center benefit from the label of "Center of Excellence" enjoyed by the host institution in the field of university education and research, but also in terms of consulting support and accompaniment of the States of the sub-region, making it a credible operator and interlocutor of decision-makers, champions and actors of change on the continent. This provides access to niches and opportunities to foster a sustainable culture and strengthen national monitoring and evaluation systems in many countries.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

57. The project will be financing capacity building, training activities and the generation of knowledge products. It will be implemented by the CLEAR Center in Dakar, Senegal which has been effectively implementing similar programs since 2012. Overall risk for this project is Low.



VI. APPRAISAL SUMMARY

Financial Management

58. An assessment of the FM arrangements of the CLEAR PIU was carried out in May 2022. The assessment entailed a review of its capacity and its ability to record, control, and manages all the project resources and produce timely, relevant and reliable information for the key stakeholders including the Government and the World Bank.
59. The objective of this assessment is to determine whether the financial management arrangements in place are acceptable. This assessment complied with the Financial Management Manual for World Bank-Financed Investment Operations, that became effective on March 1, 2010, and as last revised in September 2021. These arrangements would ensure that the implementing entity: (i) uses project funds only for the intended purposes in an efficient and economical way; (ii) prepares accurate and reliable accounts as well as timely periodic financial reports; (iii) safeguards assets of the project; and (iv) has acceptable auditing arrangements.
60. The Financial Management arrangements for the grant under preparation will rely on the FM arrangements in place at the CLEAR PIU. These FM arrangements comprise: (i) CESAG's Financial and accounting department accountants and financial staff who will have a supervisory role and will carry out activities related to the payment transactions of the project; however, this assessment determined that the current staff will not be sufficient to carry out all the project activities; (ii) adequate accounting software which will need to be customized for the bookkeeping of the project. Overall, the FM arrangements have the weaknesses below: (i) lack of a dedicated accountant who will work for the project on a full-time basis; (ii), the Administrative and financial manual of the previous CLEAR project is not adequate; (iii) lack of an internal auditor given that CESAG's internal audit department will not be able to service the project.
61. The CLEAR PIU will be required to provide the World Bank with a financial management action plan that includes the following mitigation measures:
- One month after effectiveness:
- Prepare and agree with the Bank the specific format of the IFR;
 - Prepare the TORs to recruit an external auditor.
- No later than four months after effectiveness:
- Hire a financial officer dedicated to the project;
 - Hire an external auditor as needed;
 - Customize the existing project accounting software to include the bookkeeping for the project;
 - Hire a part time internal auditor.
62. The financial management arrangements in place at CESAG satisfy the Bank's minimum requirements under OP/BP 10.00 and therefore are adequate to provide, with reasonable assurance, accurate and timely financial management information on the status of the project required by the World Bank.



However, the overall risk for the project is rated as Substantial. A financial management action plan including proposed mitigation measures will be put in place and the residual risk can be downgraded if the actions listed above are implemented.

Procurement

63. The Recipient will carry out procurement under the proposed project in accordance with the World Bank's "Procurement Regulations for IPF Borrowers" (Procurement Regulations) dated July 2016 and revised in November 2020 under the "New Procurement Framework" (NPF), and the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 2006 and revised in January 2011 and July 2016, and other provisions stipulated in the Financing Agreements. All procuring entities as well as bidders, and service providers, i.e., suppliers, contractors, and consultants shall observe the highest standards of ethics during the procurement and execution of contracts financed under the Project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.
64. **Institutional Arrangements for Procurement.** The procurement activities for the Project will be conducted using the existing institutional arrangements under the "Centre Africain d'Enseignement Supérieur en Gestion (CESAG)" based in Dakar Senegal which was competitively selected in 2012 to house the CLEAR Center for Francophone Africa (CLEAR FA). Responsible for the implementation of the procurement this grant; CLEAR FA will hire a Procurement Specialist (on a part-time basis) who will work closely with the accredited World Bank Office Procurement Specialist.
65. The Procurement Risk for this grant is estimated Substantial (residual level Risk) based on the following shortcomings identified under the previous CLEAR grant management:
- Delay on hiring a Procurement Specialist as recommended by the Auditor (Grant Thornton in July 2021);
 - Procurement activities held by the Human Capital and Material Resources Department of CESAG creating delays in the procurement Process;
 - Procurement not registered into STEP on May 2021;
 - Administrative procedure manual not updated since May 2018.
66. The risk would be moderate with the following mitigations measures in place. The Bank expects these to be completed within four months of grant effectiveness:
- **Staffing:** Hire a Procurement Specialist in partial time.
 - **Procedure Manual:** Update the administrative and financial manual dated in May 2018.
 - **Filing and record keeping:** all procurement activities should be initiated and completed using the virtual STEP system. CESAG will maintain and provide access to project procurement records.
 - **Project Procurement Strategy for Development:** As part of project preparation, a Project Procurement Strategy for Development (PPSD) is under preparation, which describes how fit-for-purpose procurement activities will support project operations for the achievement of project development objectives and deliver Value for Money (VfM). The PPSD is linked to the project implementation strategy at the regional and national levels, ensuring proper



sequencing of the activities. It considers institutional arrangements for procurement; roles and responsibilities; thresholds, procurement methods, and prior review, and the requirements for carrying out procurement. It also includes a detailed assessment and description of Clear FA capacity for carrying out procurement and managing contract implementation, within an acceptable governance structure and accountability framework. Other issues considered include the behaviors, trends, and capabilities of the market (i.e., Market Analysis) to inform the procurement plan. The activities also require strong technical capability to prepare proper technical specifications to avert lack of, or inadequate, market response. This capability – or a plan to enhance is considered in the strategies. Also, special arrangements like direct contracting, use of CESAG SOEs, if any, should be considered and addressed.

67. **Procurement Plan.** The Borrower has developed a Procurement Plan for project implementation which provides the basis for specifying the required procurement methods. The final plan will be submitted to the Bank before grant approval. The Procurement Plan will be updated in agreement with the project team annually or as required to reflect the actual project implementation needs and improvements in institutional capacity.

Environmental and Social.

68. No environmental risk or potential impacts and no significant social impacts and risks are expected from the project activities.

A. Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Areas OP 7.60	No

B. Environmental and Social

69. This project focuses on capacity building in monitoring and evaluation. The project activities are limited to facilitating stakeholder collaborations, providing advisory support in national capacity assessment, developing and implementing national evaluation policies, guidelines and capacity building plans, designing and delivering master and certificate programs as well as online courses in M&E, publishing knowledge pieces on good practices and lessons in M&E and organizing awareness-raising and knowledge dissemination events. The project will not support the construction or rehabilitation of infrastructure.

70. No environmental risk or potential impacts are expected on the biophysical environment, human health and safety, and/or valued environmental components from the project activities. The environmental risk from the grant activities is expected to be low. Similarly, no significant adverse social impacts and risks are expected under this project. Nevertheless, there could be risks associated with labor and sexual harassment and discrimination among the project delivery team and TA beneficiaries as a result of people’s interactions in an



office environment. The risks will be reduced by the current COVID-19 constraints and are considered low, as interactions are anticipated to remain largely virtual for at least the initial phase of the grant implementation period. The key stakeholders involved here include CLEAR FA staff, potential partner organizations in the region, the expert trainers of virtual and possible future on-site workshops, as well as the potential beneficiary participants, including government staff, professional M&E experts in public and private sectors. Stakeholder risk is considered low.

71. CLEAR FA will continue to promote gender responsiveness and social inclusion considerations in its M&E diagnostics, training, and advisory services. The project will give priority consideration in their beneficiary selection to those who represent underserved demographics, geographies, and sectors, including vulnerable and disadvantaged groups as well as sub-Saharan African historically underserved traditional local communities. The project will ensure broad information dissemination of its TA 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 for maximum project development benefits.

VII. World Bank Grievance Redress

72. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY : World

Evaluation Capacity Building in Francophone Africa - CLEAR FA

Project Development Objectives

The project’s specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in the French Speaking (Francophone) African Countries. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies.

This project aims to contribute to the higher-level development of objective of the GEI, namely, to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries for improved evidence-informed policy making.

Project Development Objective Indicators

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Number of knowledge products, policies, strategies, plans under this grant		Number	0.00	18.00	Annually	Presence of Draft Policies, Strategies, and or Plans.	CLEAR FA
Description: This indicator measures the number of policies; strategies, and or plans supported by the grant.							
Name: Percentage of participants that provide		Percentag	0.00	80.00	Measured by end of training courses or	Monitoring tool used by	CLEAR FA



Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
positive feedback or training relevance, quality and knowledge acquired		e			workshops and reports every 6 months.	CLEAR FA.	
Description: This indicator measures the proportion of participants providing positive feedback on training relevance, quality and knowledge.							
Name: Expanded institutional, thematic, or geographic coverage through new or existing partnership		Number	0.00	5.00	Annually	MOUs, Programme Cooperation Agreement(s), Long Term Agreement (LTA), etc.	CLEAR FA
Description: This indicator allows assessment of whether the centers has increased the number of client countries, or clients within client countries, or the areas of work they are engaging in (e.g. gender, CC, youth, FCV issues).							
Name: Percentage of partners providing positive feedback on technical assistance supports		Percentage	0.00	75.00	Annually	Feedback survey (tracer survey)	CLEAR FA
Description: This indicator measures the proportion of client within countries that provide positive feedback on the quality of the support they received. Targeted at organizational clients such as government, line ministries & subnational governments. Specifically, this will be the percentage of people who rate highly (4 or 5 on a five-point scale) the quality of the center's services (through the after-action feedback form) and the extent to which they have improved their performance as a result of the center's services (through the tracer surveys).							



Intermediate Results Indicators

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Number of technical outputs produced for partners and clients by CLEAR FA (e.g. plans, policy statements, briefing notes, manuals, and agendas or other operational documents)		Number	0.00	15.00	Every Six Months	Presence of draft and finalized outs (plans, policies, manuals and agendas).	CLEAR FA
Description: This indicator measures the number of technical outputs produced for partners by CLEAR FA.							
Name: Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by CLEAR FA as a result of activities carried out in Francophone Africa		Number	0.00	15.00	Every Six Months	Monitoring tool, Training & Workshop Reports.	CLEAR FA
Description: This indicator measures number of requests for training and workshops made by stakeholders in countries where CLEAR FA works							
Name: Number of individuals attending knowledge sharing events (disaggregated by		Number	0.00	2,000.00	Measured by end of events and reported every six months.	Monitoring reports, attendance registries.	CLEAR FA



Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
gender/country/region)							
Description: This indicator measures the number of individuals who attended knowledge sharing events by disaggregated by gender, country and region.							
Name: Total number of people who have been trained by the Centre (disaggregated by gender/country/type of clients)		Number	0.00	600.00		Monitoring tool used by CLEAR FA.	CLEAR FA
Description: This indicator measures the number of people who have been trained by the Center, including both professionals (decision-makers and analysts), trainers and young and emerging evaluators. Target at least 35% women, 65% from priority countries, 45% from governments, 40% youth.							
Name: Number of new courses developed on emerging and under-covered themes		Number	0.00	4.00	Annually	Monitoring reports, new training materials developed	CLEAR FA
Description: This indicator measures the number of new courses that have been developed by the Center on themes such as gender, children and youth, peace and security, FCV issues, etc.							
Name: Total funds, other than GEI funds, received by the Center for its activities (Partner funds and revenues generated for open, on-demand and customized courses; customized technical		Amount(USD)	0.00	300,000.00	Annually	Annual Expenditure Reports and Monitoring	CLEAR FA



Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
assistance services;							
<p>Description: This indicator measures the Center's ability to mobilize funds other than GEI funds to support its activities. It is the total sum of direct funds from partners to finance the Center's activities and revenues generated from the sale of the Center's products and services.</p>							



Target Values

Project Development Objective Indicators

Indicator Name	End Target
Number of knowledge products, policies, strategies, plans under this grant	18.00
Percentage of participants that provide positive feedback or training relevance, quality and knowledge acquired	80.00
Expanded institutional, thematic, or geographic coverage through new or existing partnership	5.00
Percentage of partners providing positive feedback on technical assistance supports	75.00

Intermediate Results Indicators

Indicator Name	End Target
Number of technical outputs produced for partners and clients by CLEAR FA (e.g. plans, policy statements, briefing notes, manuals, and agendas or other operational documents)	15.00
Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by CLEAR FA as a result of activities carried out in Francophone Africa	15.00
Number of individuals attending knowledge sharing events (disaggregated by gender/country/region)	2,000.00
Total number of people who have been trained by the Centre (disaggregated by gender/country/type of clients)	600.00
Number of new courses developed on emerging and under-covered themes	4.00
Total funds, other than GEI funds, received by the Center for its activities (Partner funds and revenues generated for open, on-demand and customized courses; customized technical assistance services;	300,000.00



ANNEX 1. Financial Management and Disbursement Arrangements

A. Internal Control / Internal Audit

A.1 Internal control

An administrative and financial procedures manual will be set up and validated by the Bank no later than four months after effectiveness.

A.2 Internal audit

A part time internal auditor with qualifications and experience satisfactory with the Bank will be recruited no later than four months after effectiveness.

B. Budgeting

The CLEAR project team will prepare a project annual budget based on agreed annual work program. The budget should be adopted before the beginning of the year and its execution will be monitored on a quarterly basis. Reports of budget monitoring and variance analysis will be prepared and included in the IFR. Annual draft budgets will be submitted to CESAG general management with oversight role and then be submitted to the Bank for “no objection” no later than November 30, every year.

C. Accounting

The CLEAR project team will hire a financial officer on a full time basis to be in charge of all financial management activities for the project.

The CLEAR team will customize the existing project accounting software to include the bookkeeping for the project.

The current accounting standards in use in Senegal for on-going Bank-financed projects will be applicable. SYSCOHADA is the assigned accounting system in West African Francophone countries. Annual financial statements will be prepared in accordance with the SYSCOHADA.

D. Reporting and Monitoring

CESAG would prepare Interim Un-audited Financial Reports (IFRs) on World Bank agreed format on six-month basis and submit copies to the Bank within 45 days following the end of each quarter.

E. External audit

The Grant Agreement will require the submission of audit reports of financial statements for the Grant to the World Bank. Each audit of the Financial Statements shall cover the period of one fiscal year. External auditor with qualification and experience satisfactory to the World Bank will be appointed to conduct audit of the project’s financial statements. The audit report shall be provided to the World Bank not later than six months after the fiscal year end.

F. Disbursement

Disbursement methods

Disbursements under the Grant would be transaction based. Direct payment, statement of expenditures (SOE), and special commitment methods will apply as appropriate (see Figure 1 below). The project will

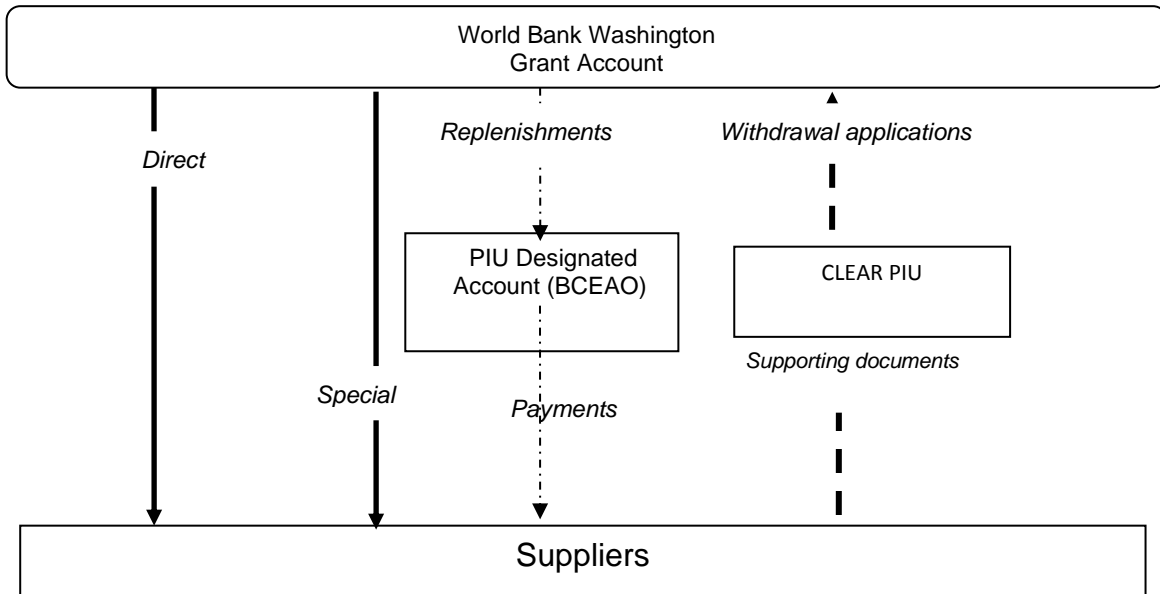


submit on a monthly basis a Bank statement and a reconciliation of the designated account, together with the withdrawal applications. All supporting documentation for SOEs will be retained at PIU and must be made available for periodic review by Bank’ missions and external auditors.

Designated Account

The designated account will be located in the Central Bank of West African States (BCEAO). The currency of the designated account will be in FCFA. The Designated Account will be managed according to the disbursement procedures described in the Disbursement and Financial Information Letter (DFIL).

Figure 1: Flow of Funds



Financial Management Action Plan

The following actions need to be taken in order to enhance the financial management arrangements for the Project:

FM Action Plan

	Action	Date due by	Responsible
1	<ul style="list-style-type: none"> • Prepare and agreed with the Bank the format of the IFR • Prepare the TOR of the external auditor 	One month after effectiveness	CESAG/PIU team
2	<ul style="list-style-type: none"> • customize the existing project accounting software to include the bookkeeping of the project. • Recruit a qualified FM officer • Recruit an external auditor • Recruit an internal auditor 	Not later than four months after effectiveness	PIU



	Action	Date due by	Responsible
	<ul style="list-style-type: none"> Elaborate an administrative and financial management manual 		

Implementation Support Plan

Based on the outcome of the FM risk assessment, the following implementation support plan is proposed. The objective of the implementation support plan is to ensure the project maintains a satisfactory financial management system throughout the project’s life.

FM Activity	Frequency
Desk reviews	
Interim financial reports review	Semi annual
Audit report review of the project	Yearly
Review of other relevant information such as interim internal control systems reports.	Continuous as they become available
On site visits	
Review of overall operation of the FM system	Annually (Implementation Support Mission)
Monitoring of actions taken on issues highlighted in audit reports, auditors’ management letters, internal audit and other reports	As needed
Transaction reviews (if needed)	As needed
Capacity building support	
FM training sessions	As and when needed.