Project Information Document/ Identification/Concept Stage (PID)

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Africa's development. In fact, the COVID-19 pandemic sparked the region's first recession in 25 years and the recovery is predicted to be uneven. It has exacerbated public debt vulnerabilities, which are high and continue to rise in many countries. Vulnerable groups, such as the poor, informal sector workers, women, and youth, have suffered disproportionately from reduced opportunities and unequal access to social safety nets. The World Bank Group estimates that this situation could push up to 40 million people into extreme poverty, erasing at least five years of progress in fighting poverty.

Effective monitoring and evaluation (M&E) systems are essential to effective public policy making. They enable institutions to assess the effectiveness of policy decisions and programs, monitor progress towards national goals and the Sustainable Development Goals (SDGs), and course correct as needed to accelerate progress. They also enhance public accountability for results and provide opportunities for dialogue between citizen and public institutions.

To address long-standing developmental challenges as well as the recent implications of the COVID-19 pandemic, strong M&E systems supporting evidence-based policymaking are needed more than ever before. M&E systems play a critical role in supporting ambitious national development agendas, contributing to improved public sector management, effectiveness and efficiencies in the management of public expenditures, and better governance overall. While M&E systems are transversal in nature, they also support the implementation of sectoral programs, policies and specific interventions. As such, well-functioning M&E systems constitute an important tool in the delivery of development benefits and services to developing countries' citizens, by enabling governments to collect and use relevant and accurate data to plan, allocate resources, track progress, improve their ability to measure the impact of policies, and adjust those policies based on evaluations. Strong M&E systems and capacities are central for countries' abilities to effectively tackle long-standing development challenges, as well as mitigate sudden shocks such as the COVID-19 pandemic. Building back better starts with using evidence of what works to inform decisions and policies.

However, in many developing and emerging economies, including in Anglophone Africa, M&E systems are weak, lack institutionalization, and the capacity to provide quality M&E services is insufficient. A recent study by the Global Partnership for Effective Development Cooperation (GPEDC) showed that, globally, while 91 percent of national development strategies approved after 2015 explicitly refer to the 2030 agenda and the SDGs, only 35 percent of them have the required data and systems to track implementation. Some of these dynamics have also been observed and reported in Anglophone Africa. This often stems from a lack of conducive legal and regulatory environments to create demand for M&E services on the part of public institutions; insufficient capabilities to procure, provide, and use evaluations; weak accountability mechanisms on the use of evidence and results; and weak frameworks to institutionalize the use of M&E in decision-making.

Because of these pressures, recent years have seen an increased demand for M&E services across the world, including in Africa. In the English-speaking (Anglophone) countries of Africa the demand from both governments and civil society for practical and applied Evaluation Capacity Development (ECD) outpaces the limited availability of relevant ECD services in the region, which constrains the delivery of public services to the populations of Anglophone Africa. This grant aims to address the existing gap to meet the demand for

ECD services by supporting a critical player in the evaluation ecosystem in Anglophone Africa, **the Center for Learning on Evaluation and Results (CLEAR), Anglophone Africa,** to deliver such services to public and private stakeholders in the region.

The demand for M&E strengthening services is high among Anglophone African country governments. The linguistically defined Anglophone Africa region covers the English-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 have strong M&E institutions and systems with better resources (for example South Africa, Uganda) while others lag behind. The region has seen significant growth in efforts to establish M&E systems and functions, especially because of National Development Plans (NDPs) and commitments to the Sustainable Development Goals (SDG) agenda. Although Anglophone African countries are diverse, have different histories and are situated in heterogenous geographical contexts, they share a common language and a common constitutional basis, which facilitate the work on a regional basis. In addition, a common feature that characterizes governments in Anglophone Africa is their demand for country-led, country-owned, and country-focused M&E systems to enable them to make decisions based on real time evidence.

Countries in the region may have adopted formal policies or legislation guiding the practice of M&E, but these are often ineffective. Furthermore, the maturity of both monitoring and evaluation practices is uneven across the region. Anglophone African governments tend to adopt a centrally driven approach to M&E4 and suffer from low levels of buy-in and ownership by Ministries, Departments and Agencies (MDAs). In many administrations, ministries of finance remain primarily responsible for fiscal planning and budgeting, with little or no engagement with entities responsible for the generation and utilization of evidence. Central M&E oversight institutions face challenges in coordinating M&E activities of sector ministries with subnational administrative institutions. Consequently, Anglophone African countries tend to exhibit largely fragmented M&E systems, with the national M&E system being detached from the M&E systems at sub-national and/or local levels.

Given the above considerations, CLEAR AA is ideally positioned to help GEI achieve its institutional mandate in Africa and deliver the results that the GEI donor community expects. Its effective work in the region over the past 10 years has earned CLEAR AA a strong reputation as a partner of choice for building evaluation capacity in many countries. Elements of its sustained and systematic work in the region include the strengthening of evidence-use and oversight capabilities in African Parliaments, assisting governments with improving impact assessments, building capacity for state and non-state stakeholders, and experience in building effective M&E systems at country level. Similarly, a partnership with GEI would also bring value addition to CLEAR AA. The visibility and reputation of GEI through the WB further increases CLEAR-AA regional and continental footprint. Through that greater visibility, CLEAR-AA can attract partnerships and funding from other organisations (such as it has done previously from entities such as the Eastern and Southern Africa Regional Office (ESARO) of UNICEF, World Food Programme (WFP), International Initiative for Impact Evaluations (3ie), International Program for Development Evaluation Training (IPDET), the Swedish

International Development Cooperation Agency (SIDA), and the Netherlands Ministry of Foreign Affairs amongst others).

Sectoral and Institutional Context

To address the critical gaps in developing countries' M&E systems and capacities, the Center for Learning on Evaluation and Results (CLEAR) Initiative was launched in 2010. CLEAR Centers in Mexico, Brazil, South Africa, Senegal, India, and China provide technical assistance, knowledge sharing, research services, and trainings on M&E to strategic partners and clients in their respective regions, including government, civil society, the private sector, and other providers of M&E capacity services. The CLEAR Centers were competitively selected and are hosted within prestigious universities. CLEAR Centers offer critical M&E expertise to help governments build capacity at national, regional, and local levels to measure development progress and outcomes, strengthen evidence-based policy-making, and increase government accountability and transparency. CLEAR Centers bring together academic institutions and donors to promote the use of evidence in decision-making by supporting the creation of M&E systems and strengthening M&E skills and practices in partner countries. The Centers work at all levels of capacity building for M&E – the enabling environment, organizational and individual levels.

The CLEAR Centers are implementing partners of the newly established Global Evaluation Initiative (GEI). In 2021, the Independent Evaluation Group (IEG) of the World Bank Group launched the Global Evaluation Initiative, together with the Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP**) to** catalyse M&E capacity building efforts, 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 is an inclusive global partnership committed to developing country-owned, sustainable M&E frameworks and capacities to promote the use of evidence in public decision-making, enhance accountability, and achieve better results. GEI focuses on addressing market failures and generating positive external spill overs in the M&E environment and culture. It operates where there is no private solution and where there is a likely positive impact on the institutional, national, or regional M&E environment.

CLEAR Anglophone Africa (CLEAR AA) has been providing M&E services in Anglophone Africa since 2011. With the aim to expand and strengthen M&E capacity across Anglophone Africa and support initiatives that work towards this, CLEAR AA develops and provides high-quality M&E capacity building programs that are tailor-made for specific country contexts and connects with global learning to produce innovative materials and methods to enable practical knowledge-sharing on M&E. The Center is hosted by the University of Witwatersrand in Johannesburg, South Africa. Since its founding 10 years ago, CLEAR AA has been successful in strengthening a culture of evidence use across governments, civil society, and nongovernmental organizations (CSOs, NGOs), parliaments, and higher education institutions in the English-speaking countries in Africa.

With its long-standing experience in providing ECD services in the region and its reputation for excellence, CLEAR AA is ideally positioned to respond to the need for stronger M&E systems and capacities and

contribute to better development outcomes in Anglophone Africa. The Center can capitalize on its experience in challenging countries in Anglophone Africa to help GEI achieve its institutional mandate in that region. The work proposed under this grant will contribute to the strengthening of M&E frameworks (legal and regulatory environment, institutions, systems, policies, practices) and capacities (skills, competencies, experience) of governments and other M&E stakeholders in Anglophone 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's partners will support Evaluation Capacity Development (ECD) in developing countries, fostering evidence-informed decision-making through enhanced M&E frameworks, capacity, and use. GEI's central aim is to strengthen the M&E frameworks and capacities of governments and other stakeholders in developing countries and the use of M&E evidence by these stakeholders, by establishing a global partnership of ECD providers and experts supported by a hybrid Trust Fund. GEI will support individuals, governments, and other organizations where there is a market failure in terms of the supply of, or demand for, ECD services (e.g., ECD service providers are unavailable or inadequately meeting market demands). Through GEI, more countries will be able to establish and use M&E systems as well as conduct and use evaluations to inform organizational learning, accountability, and decision-making. This will contribute to more relevant and effective policy interventions, better responses to shocks, and ultimately progress towards national development goals and the Sustainable Development Goals (SDGs).

GEI will partner with key ECD players around the world and coordinate with them to achieve its strategic priorities and outcomes. Partnerships will focus on leveraging entities' areas of strength and comparative advantage. For instance, partners such as the regional Centers for Learning on Evaluation and Results (CLEAR Initiative) will leverage their strengths in providing technical assistance to strengthen M&E systems in developing countries. *CLEAR AA, with its expertise in providing M&E capacity building services and its reputation for excellence, will be an essential partner in supporting GEI's work in building M&E stakeholders' capacity in Anglophone Africa.*

Box 2. Highlights of CLEAR AA achievements through previous grants

- CLEAR AA organizes its activities into four business lines: Strengthening National and Subnational Evaluation Systems (NES), Strengthening Legislative Oversight (SLO), Strengthening Evaluation Practice (SEP), and Strategic Knowledge Management and Applied Research (SKMAR).

- CLEAR AA has built on its strong analysis of the regional context in order to not only grow beyond South Africa, but to engage in countries with the potential for high impact. In addition, the affiliate CLEAR GIMPA in Ghana has become recognized for its service the West African region.

- Through DETA, CLEAR AA attracted many senior government officials from the continent, raising awareness of the importance of evidence in decision-making by training parliamentarians in 7 countries. CLEAR AA also engages with Zambian authorities in program planning.

- CLEAR AA has been building local evaluation capacity. Multilateral organizations and NGOs have long recognized the shortage of local evaluators, and often end up having to use large firms for their evaluations when local experts would be preferred. The Center continues to make strong progress in developing the cadre of local evaluators to address this shortage.

- CLEAR AA produced a significant body of knowledge and publications and aims at developing as a Centre of Excellence under the National Research Foundation.

Relationship to CPF

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

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

The World Bank Africa Strategy for 2019-2023 outlines six key priorities for the Bank's work in the region, including "Making institutions more efficient and accountable", by helping governments strengthen public policy processes, manage resources effectively, and reinforce fair and reliable delivery of public services. CLEAR AA directly contributes to this priority by strengthening institutional M&E capacities and program

reporting systems of its client countries in the Anglophone African region. Moreover, other priorities of the Africa Strategy include "Investing in People", "Supporting Climate Change Mitigation and Adaptation", and "Addressing the Drivers of Fragility, Conflict, and Violence" – dimensions that cut across the work programs of the GEI and CLEAR AA on the role of M&E in the design and management of development programs addressing climate change, poverty, fragile political situations, and inequality. In that respect, GEI is focusing specific attention to key pillars of the World Bank Africa strategy, including a pro-active and explicit approach to mainstreaming gender in M&E systems, a stronger link between M&E systems and climate adaptation and mitigation, and a focus on youth – a critical human capital asset in the African context.

Regional Integration Strategy for Africa. The World Bank's Regional Integration and Cooperation Assistance Strategy for Africa (RICAS, 2018), outlines four strategic pillars to drive integration. The CLEAR AA project contributes to the RICAS objective 3.4: "Support targeted regional capacity-building efforts which result in improving national public-sector delivery systems." Furthermore, the 2020 Update to the RICAS revised the original pillars slightly, noting that in a post-COVID-19 context, more emphasis will be placed on human capital which includes a focus on skills and capacity building: "The Human Capital Development pillar will focus on the pandemic response and disease surveillance, *skills and capacity building*, harmonized statistics, Identification for Development, and demographics and women's empowerment." Within the M&E sector, CLEAR AA is a recognized and experienced capacity building provider in the region.

COVID-19 and Country Outcomes. In 2005, the WBG rolled out results-based management at the country level and, in 2021, it continues to build on this experience to strengthen outcome orientation. CLEAR AA will contribute to GEI's support to the WBG outcome orientation agenda by building a cadre of professionals in client countries who are trained in monitoring, evaluation, learning, and adaptive management practices. Such skills will enable countries to monitor the success of policies and investments to address the impacts of the COVID-19 pandemic, which has had a substantial impact on growth, job creation and inequality, risking a regression of the development gains obtained over the last few decades and pushing more than 40 million people into extreme poverty. Ensuring that solid M&E systems are in place 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 constitute a bedrock for the reforms that will create the conditions for economic recovery as illustrated in the Green, Resilient, and Inclusive Development (GRID) strategy that the Bank approved in 2021. Stronger systems must be in place to monitor progress and learn from past experiences and M&E capacity and resources sit at the heart of this. As such, CLEAR AA's work to strengthen M&E systems contributes directly to enabling countries to recover from the pandemic's negative consequences and to build back better.

C. Project Development Objective(s)

Proposed Development Objective(s)

The project will improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in the Anglophone African region. In doing so, the project will seek to build partnerships with existing Evaluation Capacity Development (ECD) providers to generate synergies.

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

Key Results

Underlying Theory of Change informing this project. The proposed project is predicated on a Theory of Change that links CLEAR AA's inputs to results at the "ecosystem" level in client countries. Working with different stakeholders though training, technical assistance, knowledge production and sharing, CLEAR AA helps to identify and address key gaps in M&E systems on the one hand and find opportunities to strengthen them. With its product menu offerings, CLEAR AA is expected to address M&E needs at local, national and regional levels in Anglophone Africa in a way that contributes to better data, improved knowledge, practices and behaviors, and ultimately improved use of evidence in decision-making. Partnerships are a critical ingredient to achieve expected results at all levels. A full illustration of the underpinning Theory of Change is presented in Box 2 below.

Box 2: Underlying Theory of Change

[to be added in hybrid document as pictures cannot be inserted at AIN stage]

The proposed key PDO results indicators for this grant are:

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

D. Preliminary Description

Activities/Components

The demand for M&E strengthening services is high among Anglophone African country governments. The linguistically defined Anglophone Africa region covers the English-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 have strong M&E institutions and systems with better resources (for example South Africa, Uganda) while others lag behind. The region has seen significant growth in efforts to establish M&E systems and functions, especially because of National Development Plans (NDPs) and commitments to the Sustainable Development Goals (SDG) agenda. Although Anglophone African countries are diverse, have different histories and are situated in heterogenous geographical contexts, they share a common language and a common constitutional basis, which facilitate the work on a regional basis. In addition, a common feature that characterizes governments in Anglophone Africa is their demand for country-led, country-owned, and country-focused M&E systems to enable them to make decisions based

on real time evidence. To that effect, the recent advances in the availability and quality of statistical data allows countries to make more informed and evidence-based decisions – a trend that CLEAR AA aims at capitalizing upon in building ME& country systems.

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Given the issues identified above, CLEAR AA in partnership with the GEI will: i) strengthen M&E systems at country level in the Anglophone African region; ii) build a critical mass of M&E professionals in client countries; and iii) generate and share high-quality and context-specific M&E knowledge as a public good.

CLEAR AA adopts a holistic approach and provides support to beneficiaries at three levels:

- **Enabling Environment**, where support focuses on strengthening the supportive legal, regulatory, and institutional frameworks that promote a culture of evidence-use in decision-making and lead to systemwide impact.
- **Organizational**, where support is provided to build M&E capacities of institutions.
- **Individual**, which focuses on building the capacity of those whose knowledge, skills, and competencies are essential to achieving any system-level impact or culture change.

At all three levels, CLEAR AA targets various institutions (executive branches of governments, parliaments, CSOs, academia), audiences (evaluators, users and commissioners of evaluation, researchers, policymakers, and managers of evaluation) and levels (executive, managerial, technical, and professional).

In addition, CLEAR AA will connect with the World Bank Group's country and/or regional offices, as well as UNDP counterparts to ensure alignment of activities and create synergies wherever possible with the broader development programs at country level. Particular attention will be given to issues of data collection, management and use for poverty reduction programs and public policies.

The specific objectives of this grant will be achieved through the activities and components illustrated below:

COMPONENT 1: Institutional development of M&E systems for Evidence-based Decision-Making in Anglophone Africa

CLEAR AA's work under Component 1 focuses on strengthening the enabling environment and organizational aspects of M&E systems in client countries. Over the course of this program CLEAR AA expects to operate in at least 10 countries, beginning with work in 5 of them in year 1. Activities will focus on technical assistance in the form of analytical and advisory work to strengthen institutional M&E capacity and program reporting systems and evidence use, and trainings of a range of clients to foster evaluation practices across the public sector and civil society.

Activities supported under component 1 of this grant build on earlier and on-going work conducted by CLEAR AA over the course of the past few years. CLEAR AA conducts diagnostic studies of national M&E systems and uses them to define M&E capacity strengthening strategies and plans in a set of target countries. CLEAR AA will develop country-specific MOUs to define the implementation arrangements for each strategy, identifying a set of specific projects to be executed over the coming years.

In addition, CLEAR AA will continue to utilize the MESA (Monitoring and Evaluation Systems Analysis) tool to lay the foundations for effective M&E country systems. MESA has been an effective tool utilized as a first point of contact to assess M&E systems in a country. It covers both government and non-state institutions (e.g. UN agencies, NGOs, civil society organizations). CLEAR AA has a solid experience in administering the tool as it has already applied in five countries in Anglophone Africa. Building on this experience, CLEAR AA will be able to respond to the capacity gaps and demands by providing high-quality training interventions, as well as non-traditional forms of capacity development (including, for example, immersive and experiential-

based capacity development opportunities for young and emerging evaluators, or mentorship and hands-on support services).

Activities under component 1 will include the following:

1. **Support to the design and implementation of M&E strategies at country level in select countries**. CLEAR AA aims at putting in place system-wide interventions, including in challenging contexts like Liberia and Malawi where work started during the COVID-19 pandemic despite lockdowns and limitations to hands-on activities.

More specifically, CLEAR AA will implement the following activities:

Malawi

a. Conduct research at institutional level with MDAs (e.g. department of Education, Development Planning) on existing M&E Systems to better understand their functionality in the public sector context. MESA looks at overall country ecosystem, while this research looks at M&E system at the level of a single institution. This research will be used as a diagnostic to define technical assistance to improve data collection, overall data quality, and provide an input into the design of an integrated, government-wide M&E system

b. Assist the Government of Malawi in the finalization of its National Monitoring and Evaluation Policy.

c. Build an evaluation culture by strengthening the role of Voluntary Organizations for Professional Evaluation (VOPE), enhancing the capacity of VOPEs to advocate for the use of M&E products and to professionalise evaluations in the country. Outputs of this activity will include a VOPEs assessment and the formulation of an overarching communication strategy to improve their visibility in country as well as the implementation of the strategy itself.

- Conduct an M&E Systems Assessment using specific tools developed by CLEAR (focusing on organizational structures, processes, standards, strategies, M&E plans and budget, indicators, information systems, reporting lines and accountability relationships) that enable ministries, provincial departments and municipalities to implement their M&E roles in an effective manner. to better understand their functionality in the public sector context.

- Assist the Government in developing a National Monitoring and Evaluation Strategy, with a special focus on evaluation so that Ministries, Departments, and Agencies (MDA) can contribute to improve the effectiveness, efficiency, sustainability, and impact of their policies and programs.

- Strengthening an evaluation culture through a strategic partnership with the Tanzania Evaluation Association (TanEA), assisting TanEA to develop and implement a visibility strategy.

Uganda

- Develop a national evaluation agenda/plan that informs effective policy direction and decision making and thereby ultimately improve service delivery.

- Develop an evidence communication and utilization strategy, linking evidence generation stakeholders to relevant decision makers (linking data and M&E professionals to the decision-makers across MDAs and LGs, including parliament).
- Enhance capacity of M&E units in a selected number of Ministries, Departments and Agencies of the Government of Uganda to produce and use evidence (e.g. evidence maps).

Zambia

- Support the National Parliament of Zambia (NAZ) to better use evaluation evidence by developing an M&E Plan with clear indicators that will guide the practice and improvement of any M&E-related aspect in the NAZ.
- Develop M&E guidelines and manuals for NAZ to support evaluation work across different departments.
- Develop M&E Advocacy strategy for NAZ to promote the adoption and use of M&E products (evidence) by stakeholders across all levels of the institution.

Liberia

- Assist the Government of Liberia in formulating a National M&E Policy and Legal Framework. This will be crucial to systematize, institutionalize and structure the practice of monitoring and evaluation across the government.

Expand work in Zambia, Lesotho, Namibia, and Botswana

CLEAR AA will continue to implement a series of activities in partnership with UNICEF and other regional stakeholders. This will include support to national governments in the development of national M&E policies, assistance in drafting implementation guidelines and the realization of tracer studies.

Institutionalize the use of the African Parliamentary Oversight tool in Zambia and Kenya. The tool (a smart phone application), developed by CLEAR AA in 2020, supports parliamentarians and parliamentary staff to manage the process of seeking, accessing, and using evidence to support decision-making in African parliaments. The tool was piloted by the Zambian National Assembly and the Kenya National Assembly and Senate. Both countries have expressed the desire to institutionalize it and make it official. CLEAR AA has also received requests to possibly expand this program into other countries (e.g. Namibia, Uganda, Ghana, and Botswana).

COMPONENT 2: Strengthen a Cadre of Evaluators and M&E Specialists in Anglophone Africa

This component will contribute to building a critical mass of local M&E professionals who can provide M&E services ranging from performing evaluations to providing technical inputs to the design of M&E systems. The focus is on enhancing capabilities of individuals (including M&E specialists, evaluators, and government officials) and institutions from public, academic, and non-governmental sectors to diagnose and address M&E capacity and system gaps within national M&E ecosystems. CLEAR AA will also promote

synergies among partners to enhance training offerings and opportunities that are informed by and relevant to local contexts, and share lessons learned from global programs.

Under Component 2, CLEAR AA will conduct a range of capacity building initiatives at the individual level in Malawi, Uganda, Liberia, Zambia, and South Africa, including:

a. Delivery of the annual Development Evaluation Training in Africa (DETA).
b. Delivery of a series of open enrolment courses at universities.
c. Design and delivery of capacity strengthening programmes for selected clients on a demand basis. This includes developing tailor-made M&E curricula and training for public officials in Ministries, Departments and Agencies.
d. Provide on the job training and mentorship through the Young and Emerging Evaluators (YEE) program and the International Program for Development Evaluation Training (IPDET). The YEE program is implemented in collaboration with the World Food Programme (WFP), UNICEF, and the South African M&E Association (SAMEA). CLEAR AA's work also involves ensuring the alignment and articulation between formal and non-formal evaluation education and training, as well as a focus on ensuring that the Center's ECD approach and offerings align with the skills and capacity requirements of the market.
e. Support the South African Transport Educational Training Authority (TETA) in developing M&E Sector Skills Plan (SSP) and monitor education and training within the sector and ensure that M&E national standards are maintained.

All these activities implemented by CLEAR AA are fee-based. This grant will only support the participation of individuals and/or institutions who are unable to meet those financial requirements either partially or fully.

COMPONENT 3: M&E knowledge generation and dissemination

This component is focused on generating and sharing M&E knowledge to: i) enable CLEAR AA to identify effective strategies for implementing evidence-based interventions, ii) allow CLEAR AA to learn from its work and purposefully re-examine its implementation approaches, and iii) document best practices and lessons from both CLEARR AA's work and other stakeholders in the region on what works for whom, how, in what context and with what outcomes.

Knowledge generation and dissemination activities vary in scope, and some of those listed below are envisioned to be carried out during the full project period of three years:

- **Publication of *The state of M&E in English Speaking Africa*.** This will be a critical piece of research on the status and drivers of change of M&E systems in the Anglophone African region. The report will provide an in-depth assessment of key issues, opportunities, strategies, and challenges for strengthening evaluative capacity development in the region.
- **Implementation of the Made in Africa M&E program.** This program will promote collaboration among African stakeholders to indigenize and put the African worldview, knowledge systems, and values at the centre of M&E practices in Africa. CLEAR AA will convene dialogues and webinars aimed

at stimulating debate and evidence/knowledge generation around Made in Africa Evaluation. The Center will also support conference strands that focus on Made in Africa evaluation and generate knowledge products that contribute to this theme.

- **Analysis of capacity strengthening approaches in country-owned M&E systems.** This work will include research on the impact, efficiency, effectiveness, and sustainability of M&E system capacity strengthening approaches across Anglophone Africa. Findings will inform CLEAR AA's continuous learning and the adaptation of its work to maximize impact. This work will lead to the development of research reports, guides and knowledge products aimed at sharing M&E capacity strengthening lessons and experiences from Anglophone Africa.

- **Analysis of the role of M&E systems in the design and management of development programs.** This work will examine the role that M&E plays in addressing problems such as climate change, poverty, inequality, poor governance, and fragile political situations. The focus will be on both state and non-state led development programs. As part of this initiative, CLEAR AA plans to publish a set of guidelines on M&E for climate change adaptation.

- **Update of CLEAR AA's flagship African Evaluation Database (AfrED).** CLEAR AA will update the database with new materials (evaluations) and add a directory of evaluators working in Anglophone Africa. The resource is intended to serve as a useful knowledge base for policymakers and others involved in the evaluation and M&E capacity strengthening. In addition, the center will also further develop the database to improve user experience.

Knowledge sharing activities will be realized through convening and supporting knowledge sharing events, knowledge management, stakeholder mapping, and digital communication analytics:

- CLEAR AA will host the annual **African Evaluation Indaba**[1] in 2021, bringing together different audiences across Africa to share M&E knowledge and learn from each other. In addition, CLEAR AA will establish a collaborative research platform drawing on content from this and previous Indabas, to produce publications on African M&E approaches and methodologies, which will be translated into French to cater to the audiences in Francophone Africa.

- Through **stakeholder mapping**, CLEAR AA will tailor and target its M&E knowledge products, tools, and events to relevant stakeholders, and identify the ECD focus areas of stakeholders to ensure that CLEAR AA's communication is relevant and useful.

- A thorough **analysis of digital communication platforms** will be undertaken to best leverage the platforms used by each key stakeholder.

- CLEAR AA will strengthen its **M&E Africa YouTube channel** by creating an M&E news series where thought leaders debate M&E in the African context.

Finally, CLEAR AA will further its collaboration with other institutions to improve its overall impact on the M&E ecosystem in the African continent. This will include:

- A partnership with UNICEF through a Programme Collaboration Agreement (PCA).

- A collaborative agreement with World Food Programme (WFP) for capacity development and training and to assist in conducting Mata-Analysis of evaluations of WFP programs.

Component 4: Center Internal Capacity Development, Monitoring and Evaluation

This component will focus on building and improving CLEAR AA's internal capacity. The objective will be to strengthen the operational conditions of the Center, as well as promote the efficiency and transparency on the use of resources. CLEAR AA will continue to motivate and provide regular training and skill building exercises for its core staff. The skills building will include research skills development, facilitation skills development and other soft skills development initiatives. In addition, the Center will work towards developing better monitoring and evaluation mechanisms/systems for implementing projects and that allow for identifying and managing future risks, including the development of information management system for efficient assets management. Finally, CLEAR AA will maintain its rigorous procurement procedures and standards as well as its solid financial management systems.

CLEAR AA strives to systematically continue learning from its activities. The Center does this by collecting participants' feedback at the end of workshops and trainings, through feedback forms that rate the perceived quality, usefulness, and effectiveness of the activity, as well as the fulfillment of participants' learning needs. The forms also allow for gender disaggregation to ensure data is collected on the participation of women in capacity building initiatives. In addition, CLEAR AA employs tracer surveys 6 months after a given workshop or training, to understand the how learning from its activities are applied practically by participants in their daily work. Such data allows for analysis of the impact of CLEAR AA's activities, and informs the development of future trainings and workshops, and other capacity building initiatives such as technical assistance, coaching and mentoring. Finally, CLEAR AA has established an Advisory Committee which provides regular guidance to staff on strategy implementation, prioritization of activities, and alignment with GEI priorities. The Committee is staffed with recognized experts in the M&E field and helps aligning CLEAR AA's internal M&E framework with the broader GEI M&E Framework.

CLEAR AA will report implementation progress and results through GEI's management information system (MIS), aligning its reporting with the GEI M&E framework. The GEI MIS supplements the standard reporting arrangements of the WBG with a custom-designed tool to ensure proper financial management of all GEI grants and associated activities, and track implementation progress in real time, including data on expenditures, revenues, as well as the nature of interventions, clients, rationale for subsidies, pricing, and expected and actual results. Reporting through the GEI MIS increases transparency of the work of CLEAR AA and enables the identification of potential implementation challenges and just in time course correction of activities if needed

[1] A coming together of M&E practitioners and other stakeholders to discuss pertinent issues in the evaluation landscape in Africa. It is held annually in November under the leadership of CLEAR AA.

Environmental and Social Standards Relevance

E. Relevant Standards

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

Legal Operational Policies

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

Summary of Screening of Environmental and Social Risks and Impacts

The project activities are limited to the design of M&E training materials, diagnostic analyses, research, production of knowledge products, curriculum development, assistance in knowledge sharing and dissemination such as scholarships, internships, fellowships, mentoring, study tours, and south-south and north-south knowledge exchanges, delivery of online and onsite training as well as the organization of learning workshops and events. The grant will not support any activity related to the construction or redevelopment of infrastructure or purchase of any electronic equipment. No environmental risk or potential impacts and no significant social impacts and risks are expected from the project activities. The project will be implemented by staff members of CLEAR AA and potential partners, as well as contracted short-term consultants/experts where deemed necessary. There could be risks associated with labor and sexual abuse, harassment, and discrimination among the project delivery teams and beneficiaries as a result of people?s interactions in an office environment. Under this pandemic situation, the training activities are mostly planned to be delivered virtual, without physical interactions. These risks will be reduced by the current

COVID-19 context and are considered low. The key stakeholders involved here include CLEAR AA project staff, potential partner organizations, the organizers and trainers of virtual and on-site workshops and learning events, as well as the potential beneficiary participants from government agencies, NGOs, think tanks, private sector, and other agencies from the beneficiary countries. The project will give priority consideration in the training programs to potential beneficiaries who represent underserved demographics, geographies, and sectors, including vulnerable disadvantaged and Sub-Saharan African Historically Underserved Traditional Local Communitiesgroups. The project will ensure broad information dissemination of its training activities and engagement to facilitate broad participation of potential beneficiaries, particularly the marginalized groups, NGOs, and other institutions who may represent vulnerable segments of society for maximum project development benefits.

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