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

PROJECT PAPER

ON A

PROPOSED GRANT FROM  
THE GLOBAL EVALUATION INITIATIVE MULTI-DONOR TRUST FUND

IN THE AMOUNT OF  
US\$ 1.36 MILLION

FROM  
GLOBAL EVALUATION INITIATIVE MULTI-DONOR TRUST FUND

TO THE  
CENTER FOR ECONOMIC RESEARCH AND POLICY (CERP) IN PAKISTAN

FOR A  
MONITORING AND EVALUATION CAPACITY BUILDING IN PAKISTAN AND CENTRAL ASIA  
June 24, 2022

INDEPENDENT EVALUATION GROUP  
GLOBAL

## CURRENCY EQUIVALENTS

(Exchange Rate Effective June 24, 2022)

Currency Unit = US\$

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PKR 208.70 = US\$1

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FISCAL YEAR

July 1 - June 30

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Task Team Leader(s): Fabio Pittaluga

## ABBREVIATIONS AND ACRONYMS

ADM	Accountability and Decision Making
AKDN	Agha Khan Development Network
BCURE	Building Capacity to Use Research Evidence
CARs	Central Asian Republics
CELCEP	China Prosperity Fund for Energy and Low Carbon Economy Programme
CEO	Chief Executive Officer
CERP	Center for Economic Research and Policy in Pakistan
CFO	Chief Financial Officer
CLEAR	Centre for Learning on Evaluation and Results
COVID-19	Coronavirus
CPF	Country Partnership Framework
CSA	Civil Services Academy
E&S	Environmental and Social
EBPD	Evidence Based Program Design
ECD	Evaluation Capacity Development
ECO	Economic Cooperation Organization
EPoD	Evidence for Policy Design
ESF	Environmental and Social Framework
FY	Fiscal Year
GEI	Global Evaluation Initiative
GRID	Green, Resilient, and Inclusive Development
GRS	Grievance Redress Service
HDI	Human Development Index
HKS	Harvard Kennedy School of Government
HM	Her Majesty
ICRAF	International Council for Research in Agroforestry
IDA	International Development Association
IEG	Independent Evaluation Group
IEO	Independent Evaluation Office (of the UNDP)
IFMR	Institute for Financial Management and Research
JEC	Joint Economic Commission
J-PAL	Abdul Latif Jameel Poverty Action Lab
M&E	Monitoring and Evaluation
MDTF	Multi-Donor Trust Fund
MERL	Monitoring, Evaluation, Research and Learning
MESA	Monitoring and Evaluation Systems Analysis
MIS	Management Information System
MMS	Multiple MicroNutrient Supplements
MOU	Memorandum of Understanding
NES	National Evaluation Systems
NGO	Nongovernmental Organization
NSPP	National School of Public Policy
P&DD	Planning & Development Department

PCSW	Punjab Commission on the Status of Women
PDO	Project Development Objective
PM	Practice Manager
PSDF	Punjab Skills Development Fund
RAND	Research and Development
RBPD	Results Based Policy Design
SCO	Shanghai Cooperation Organization
SDGs	Sustainable Development Goals
SKMAR	Strategic Knowledge Management and Applied Research
TA	Technical Assistance
TADA	Traveling Allowance And Dearness Allowance
TMR	Training Management Research
UCA	University of Central Asia
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USD	United States Dollar
VOPE	Voluntary Organizations for Professional Evaluation
WBG	World Bank Group



**Note to Task Teams:** The following sections are system generated and can only be edited online in the Portal.

**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 29-May-2025	Environmental and Social Risk Classification Low
Approval Authority GDD	Bank/IFC Collaboration No	

Please Explain

**Proposed Development Objective(s)**

The project will improve monitoring and evaluation frameworks, capacity, and use in Pakistan and Central Asia. 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 of the 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)
Strengthening M&E Systems (at the enabling environment and organizational levels) in Pakistan & Central Asia	0.28
Building a critical mass of M&E professionals (of individuals and within organizations)	0.61
Contributing to the availability and use of knowledge on M&E and capacity building for M&E	0.25



Establishing CERP as a GEI Affiliate and partner center to CLEAR SA 0.16

**Organizations**

Borrower : Center for Economic Research and Policy (CERP) in Pakistan

Implementing Agency : Center for Economic Research and Policy (CERP) in Pakistan

**PROJECT FINANCING DATA (US\$, Millions)**

**SUMMARY**

<b>Total Project Cost</b>	1.36
<b>Total Financing</b>	0.75
<b>Financing Gap</b>	0.61

**DETAILS**

**Non-World Bank Group Financing**

Trust Funds	0.75
Global Evaluation Initiative Multi-Donor Trust Fund	0.75

**Expected Disbursements (in USD Million)**

Fiscal Year	2022	2023	2024	2025
Annual	0.15	0.25	0.35	0.00
Cumulative	0.15	0.40	0.75	0.75

**INSTITUTIONAL DATA**

**Financing & Implementation Modalities**

**Situations of Urgent Need of Assistance or Capacity Constraints**





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

<b>E &amp; S Standards</b>	<b>Relevance</b>
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**

<b>Name</b>	<b>Role</b>	<b>Specialization</b>	<b>Unit</b>
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Maria Gonzalez de Asis	E&S Primary PM		SLCSO
<b>Extended Team</b>			
<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Location</b>

**Note to Task Teams:** End of system generated content, document is editable from here.



WORLD  
MONITORING AND EVALUATION CAPACITY BUILDING IN PAKISTAN AND CENTRAL ASIA

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## I. STRATEGIC CONTEXT

**Note to Task Teams:** *Formatting instructions for this document.*

### A. Header

1. *[All sub-sections must have a continuous paragraph numbering for the entire main text or for each annex per institutional standard.]*

(a) This is the sub-para numbering for this level. This is the sub-para numbering for this level. This is the sub-para numbering for this level.

(i) This is the sub-para numbering for this level. This is the sub-para numbering for this level.

(ii) This is the sub-para numbering for this level. This is the sub-para numbering for this level.

(iii) This is the sub-para numbering for this level. This is the sub-para numbering for this level.

### A. Country Context

1. **Pakistan's socio-economic outlooks are challenging in the face of economic recessions, weak institutions, climate risks, and the repercussions of the SARS-CoV-2 virus (COVID-19) pandemic.** Pakistan is the 5th most populous country in the world, with a population of 221 million people. The country's economy has been growing slowly over the past two decades, with an annual per capita growth rate of approximately 2 percent, less than half the average for the South Asian region<sup>1</sup>. Pakistan's cumulative Human Development Index (HDI) is the second lowest in all of South Asia, with stark levels of inequality in education, health and income<sup>2</sup>. Pakistan is one of the world's youngest countries and even though the Youth Development Index over time has slowly improved, it has recently worsened for some key indicators on youth's participation in the formal job market. Outcomes for labor force participation are much worse for females and this is also evidenced by Pakistan's low ranking (133rd) on the Gender Inequality Index<sup>3</sup>.
2. **The post-pandemic recovery period requires well targeted policies and evidence-based decision-making.** This will need to be matched by an increased country capacity to systematically monitor projects and programs for course-correction, adapt to new realities, and evaluate and learn from past actions to ensure impact. The government of Pakistan will need relevant data to plan, allocate resources, and track progress of effective development policies to be able to build back better. Data will also be critical to improve the Government of Pakistan's ability to measure the impact of policies implemented and adjust them on the basis

<sup>1</sup> <https://www.worldbank.org/en/country/pakistan/overview>

<sup>2</sup> <https://www.thenews.com.pk/print/816040-human-development-report-2020-massive-income-inequality-among-rich-and-poor>

<sup>3</sup> <https://www.worldbank.org/en/country/pakistan/overview>, <https://www.thenews.com.pk/print/816040-human-development-report-2020-massive-income-inequality-among-rich-and-poor>



of evidence.

3. **The Government of Pakistan has made significant strides towards the establishment of Monitoring & Evaluation (M&E) systems and policies.** The Prime Minister and other high-level officials have publicly stressed the importance of timely, accurate and reliable data which can be used for evidence-based design, planning, and evaluation of national policies<sup>4</sup>, especially considering Covid-19. The Planning Commission is implementing an M&E framework for the National Action Plan, with specific outcome-level indicators to track progress and impact. However, despite the high-level commitment to improve M&E systems, implementation continues to lag. At present, according to the Planning Commission there is no concrete national Monitoring & Evaluation Framework, and even for Public Sector Development Programs, the government allocates a mere 0.007% of the total budget to strengthen M&E cells at federal level.
4. **In Pakistan, M&E systems and policies are at an early stage of development and require significant support.** National and sub-national M&E systems often operate on a sub-optimal basis due to lack of funds, qualified staff, strong and independent mandates, as well as inadequate frameworks, processes, and policies. Some of the key challenges are that even though the government routinely collects a lot of data on development programs, there is a dearth of a structured and rigorous M&E approach to help use that data for decision making. There is a clear need to better diagnose M&E gaps and opportunities in policy making, build strategic and sustainable partnerships to support government demand in strengthening national M&E systems, capacitate local and young M&E professionals, inform evaluations about gender and sustainable environment impact, and contribute to building an evidence-based policymaking culture.
5. **The Government of Pakistan has expressed an increasing demand for Evaluation Capacity Development (ECD) services,** including support with technical advisory services, specialized M&E trainings, and knowledge services. These demands were articulated during the Global Evaluation Initiative (GEI) launch event in South Asia<sup>5</sup>, where high-level delegates from Pakistan called for stronger partnerships and more coordinated efforts to quickly address the continuing M&E capacity gap.
6. **Gradually and in later stages of this grant, CERP through EvalPCA will explore the possibility to expand its operations in Central Asian countries.** Pakistan and its neighboring Central Asian countries have strong cultural, religious, and historical linkages while also facing similar economic threats. Over the years the Central Asian Republics (CARs) and Pakistan have made efforts to improve economic relations such as formation of the Economic Cooperation Organization (ECO), Joint Economic Commission (JEC) and Shanghai Cooperation Organization (SCO). In parallel, Pakistan and CAR governments have also been improving people to people contact through educational exchange programs, government sponsored technical assistance, and through ongoing work of charitable organizations such as the Agha Khan Development Network (AKDN). As a result, there are existing educational networks of faculty and students between Pakistan, Tajikistan, Kyrgyzstan, and Kazakhstan. These favorable socio-political and economic ties between Pakistan and CARs, can be leveraged to explore possible regional synergies for ECD programs and services.
7. **EvalPCA will work with CLEAR South Asia to ensure collaboration in other countries in the South Asia region as well as a coordinated approach to regional activities and knowledge sharing.** While EvalPCA will focus

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<sup>4</sup> [https://www.pc.gov.pk/web/press/get\\_press/334](https://www.pc.gov.pk/web/press/get_press/334)

<sup>5</sup> On January 20, 2021 GEI with CLEAR South Asia hosted an online launch event, Evidence and the road to 2030.



predominantly on Pakistan and, over time, expand into Central Asia, there will be opportunities to collaborate with CLEAR South Asia in supporting activities in other countries in the region, e.g., Bangladesh and Nepal. To avoid duplication of efforts, the two grantees will agree on a collaborative approach subscribed by both. The approach covers modalities of collaboration, efforts to share and disseminate knowledge products, and a shared regional strategy. The approach will be consolidated into an MOU that will be signed between the two grantees.

## B. Sectoral and Institutional Context

8. **Over the last decade, the Centers for Learning on Evaluation and Results (CLEAR) Initiative<sup>6</sup> has successfully supported ECD awareness raising efforts in South Asia in partnership with local academics.** The CLEAR Initiative is a donor-funded multi-country initiative established in 2010 under the World Bank's Independent Evaluation Group (IEG) to build M&E capacities globally. In 2010, the Abdul Latif Jameel Poverty Action Lab, South Asia (J-PAL SA) at the Institute for Financial Management and Research (IFMR) in New Delhi, India was selected to host CLEAR SA, while the Center for Economic Research Pakistan (CERP) was selected as a CLEAR South Asia affiliate center in 2011. Both the center in India and its affiliate in Pakistan were selected on a competitive basis. CERP initially received funding through IFMR/JPAL under which the broader recipient executed small grants administered by CLEAR. However, in 2015 a direct contract between IEG and CERP replaced the earlier grant arrangement.<sup>7</sup> CERP will be a grantee and transition to an independent entity with an affiliation directly to the GEI.
9. **As a CLEAR affiliate, CERP has delivered critical M&E training, forged partnerships with government institutions, and provided technical advisory services to build local ECD capacity in Pakistan.** This decade-long effort has helped CERP to build credibility and relationships with civil servants and senior officials in different ministries, paving the way to scale up the work, with a more focused approach towards capacity building. CERP developed a number of flagship training programs, reaching approximately 5000 individuals, and developed partnerships by signing long term Memorandums of Understanding (MOUs) with government agencies *such as the National School of Public Policy (NSPP), Civil Services Academy (CSA), Planning & Development Department (P&DD) Sindh, Training Management Research Wing (TMR), Sindh Government, and the Federal Ministry of Energy.* CERP has also signed a long-term MoU with an international partner in the Central Asia region, i.e., the University of Central Asia, which operates in Kyrgyzstan, Kazakhstan, and Tajikistan). Establishing such collaborative partnerships will support CERP's work under GEI. Additionally, over the past few years, CERP has also worked with over six public and private sector organizations co-developing M&E systems and indicators to improve their service delivery and measure value for money. This includes CERP's work with one of the largest low-cost school systems in Pakistan serving over 700,000 children to improve their M&E practices (including measurement of student outcomes) by identifying gaps, developing indicators and a plan to reliably collect data, developed an evaluation system using existing usable data and built dashboards for tracking of indicators for data driven decision making. In another project, the CERP team

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<sup>6</sup> CLEAR is a global monitoring and evaluation (M&E) capacity development program, supported by a multi-donor trust fund at the World Bank's Independent Evaluation Group (IEG). The trust fund ends in January 2022

<sup>7</sup> Due to escalating political tensions between India and Pakistan, in 2015, it was determined, and in consultation with the Financial Management and Procurement teams in the World Bank Office in Delhi, that the administrative burdens of transferring money were sufficiently onerous that a contract directly between IEG and CERP would replace the grant arrangement that had previously been put in place.



co-developed an M&E framework for EdTech startups in Pakistan so the impact and value of their interventions can be reliably measured and demonstrated to their customers, the government, and private investors.

10. **In FY21 the Independent Evaluation Group (IEG) launched the Global Evaluation Initiative (GEI), a partnership that wants to catalyze and bring together actors in the evaluation field and help developing countries place evidence at the heart of decision-making.** GEI is an inclusive global partnership committed to country-owned, sustainable M&E frameworks and capacities to promote the use of evidence in public decision-making, enhance accountability, and achieve better development results. GEI recognizes strengthened M&E systems and capacities as a public good that will enable better policies and improve lives (see Annex 3). CERP is one of the implementation partners of GEI and is fully committed to GEI’s core values of sustainability, cultural responsiveness, innovation, country ownership, collaboration, inclusion, and excellence, as well as its focus on supporting global M&E public goods.

#### 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.

11. **This grant will allow CERP to address the unmet ECD needs in Pakistan and Central Asia by establishing a**



**dedicated project called EvalPCA to strengthen their M&E systems.** CERP through EvalPCA will support governments in the region in developing the necessary tools, frameworks, systems, capacities, and processes to monitor and evaluate the performance of national development strategies and programs. With this grant, CERP through EvalPCA will continue to work with national and sub-national governments and public institutions on a longer-term program to strengthen organizational M&E systems and capacities and support building better institutions and policies as articulated in UNDP's Sustainable Development Goal-16(SDG16). CERP through EvalPCA will also strengthen local partnerships with local ECD providers to better coordinate and complement ECD activities in the region (SDG17). CERP has entered into a long-term Memorandum of Understanding (MoU) with the University of Central Asia (UCA) (which has campuses in Kyrgyzstan, Kazakhstan and Tajikistan) to provide capacity building services to clients in those countries. The mission of UCA is to promote Central Asia social and economic development, with a particular focus on strengthening public policy formulation and implementation and improve governments and civil society's capacity to use evidence in decision-making processes. UCA will be a strategic partner for EvalPCA to gradually expand its operations in Central Asia.

12. **CERP through EvalPCA will strive to streamline GEI thematic areas of focus throughout its work program, i.e., gender and inclusion, climate change, youth, and fragility.** CERP through EvalPCA will contribute to M&E studies and trainings on SDG-related themes. The center will promote gender-responsive and environmental footprint methodologies in its M&E diagnostics, trainings, and services, and will encourage the professionalization of young evaluators through research and fellowship opportunities. These themes are priorities for GEI and also respond well to the regional challenges. In the status quo, CERP is already consciously supporting organizations, whose primary focus is working towards gender inclusivity & climate change mitigation, in building M&E capacity for their staff.
13. **EvalPCA will leverage CERP's existing network and portfolio of projects which focuses on gender inclusion, equity, and climate change.** CERP has worked on improving women's mobility and workforce participation (rural and urban) with the Punjab Skills Development Fund (PSDF) and Punjab Commission on the status for women (PCSW). CERP is set to formalize a collaboration with the Research and Development Corporation (RAND Corporation) in the next year or so to collaborate on a series of enriching research dialogue through workshops which will aim to synthesize work from experts across the globe on topics of gender equity to help advance rigorous research and present these to policy makers (through workshops) and dissemination of knowledge products (e.g., working papers). As part of this initiative, CERP through EvalPCA and RAND are exploring collaborations on gender equity issues related to maternal and child healthcare, such as the effect of breastfeeding practices on maternal and infant health outcomes, introduction of Multiple MicroNutrient Supplements (MMS) as critical antenatal multivitamins for mothers, and mothers' postnatal mental health. In its most recent Evidence Based Program Design (EBPD) workshop, CERP trained individuals who work within organizations (private and/or from the non-profit sector) whose core mandate focuses on climate change and gender empowerment. As an example, the EBPD 2021 focused on issues such as disposal of hospital waste, impact of deforestation on forest-dependent communities, and the effect of financial exclusion on women in rural areas.
14. **CERP has also been actively working towards initiating and participating in projects concerning climate change in South Asia.** CERP can use its work with the following organizations to contribute to M&E studies and trainings to improve impact evaluations for climate change outcomes: CERP in partnership with the World Bank and International Council for Research in Agroforestry (ICRAF), will be leading a regional consortium



comprising of Pakistan, India, Bangladesh, and Bhutan to host research and policy work done by Climate Scientists and Agriculture Economists on Agroforestry and Regenerative Agriculture. Dr. Ghazala Mansuri (World Bank; CERP Fellow), who will be authoring the Climate Change Report of May 2022, will be leading the research on this which aims to inform policy on climate mitigation & resilience. The consortium will also focus on the Asian Brown Cloud phenomena to discuss evidence-based concrete policy recommendations at the regional level to help address this major climate change challenge. CERP has also been working on a regional dialogue to help address a pressing climate change issue in South Asia: air pollution. Previously, CERP has also worked with ICRAF's India and Nepal team to develop a concept note around a series of webinars/conferences about air pollution and climate change in South Asia. CERP has also successfully signed a long-term MoU with the Federal Ministry of Energy in October 2021, to further its mission to mitigate the climate change crisis by offering advisory, analytical, and capacity building support to the most critical policy making body in the energy sector in Pakistan.

### C. Higher Level Objectives to which the Project Contributes

15. **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, CERP through EvalPCA will contribute to helping the WBG in Pakistan and Central Asia to enhance their effectiveness in meeting such strategic priorities.
16. **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. CERP through EvalPCA will contribute to GEI's support to the WBG outcome orientation agenda by building a cadre of professionals in Pakistan 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 many people into extreme poverty. Ensuring that solid M&E systems are in place will not only be an essential tool for the Government of Pakistan 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, EvalPCA'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.
17. **The grant is well aligned with the World Bank Group's South Asia Regional Strategy<sup>8</sup>** which considers governance and accountable institutions as essential elements to develop human capital, promote sustainable

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<sup>8</sup> Realizing South Asia Region's Potential by Investing in People and Enhancing Resilience, South Asia Region Update to the Board 2019





and inclusive growth, and strengthen resilience. Continued progress towards these goals is critical for the region to achieve the SDGs, end extreme poverty, and boost shared prosperity. The regional strategy highlights the Bank's focus on promoting good governance and accountability, as well as investing in strengthening public institutions for more effective and efficient service delivery. CERP through EvalPCA will directly contribute to these priorities by working with national and sub-national governments to strengthen M&E systems and capacities. Furthermore, the regional strategy highlights growing gender inequalities in South Asia (labor force participation, health, gender-based violence, etc.) as well as the region's vulnerability to climate impacts. CERP through EvalPCA will address these themes in its ECD work, leveraging the GEI network's collective knowledge and by incorporating gender-responsive and environmental footprint methodologies in diagnostics and training programs.

- 18. This grant is also well aligned with the Pakistan country strategy which highlights the importance of good governance, accountability, and more effective public institutions.** The forthcoming Country Partnership Framework (CPF FY22-26) outlines five pillars, (i) Girls' and boys' learning; (ii) Growing healthy; (iii) Green and Clean Pakistan; (iv) Growing Inclusively and; (v) Governance, that are aligned with the Government of Pakistan's priorities. EvalPCA's work on strengthening national M&E systems will contribute directly to good governance. Additionally, the center will work with the Planning Commission to strengthen M&E systems within the Ministry of Health and Ministry of Education.

## II. PROJECT DEVELOPMENT OBJECTIVES

### A. PDO

**Note to Task Teams:** The PDO has been pre-populated from the datasheet for the first time for your convenience. Please keep it up to date whenever it is changed in the datasheet.

- 19. The project will improve monitoring and evaluation frameworks, capacity, and use in Pakistan and Central Asia.** In doing so, the project will seek to build partnerships with existing Evaluation Capacity Development (ECD) providers to generate synergies.
- 20. This project aims to contribute to the higher-level development objective of the GEI,** namely, to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries for improved evidence-informed policy making.

### B. Project Beneficiaries

- 21. Demand for evaluation services and products in Pakistan is growing.** Strong M&E systems and capacities ensure that governments and public officials can make decisions that are grounded in evidence of what works and deliver better services for their constituencies. Moreover, at the individual level the demand for improved capacity building services is increasing among professionals involved in evaluation processes as decision-makers, sponsors, managers, and consultants – all of whom are critical stakeholders in the building of a robust evaluation ecosystem in the region.



**22. CERP through EvalPCA will adopt a holistic approach and provide support to beneficiaries at three levels:**

- (a) 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 system wide impact.
- (b) Organizational, where support is provided to build M&E capacities of institutions.
- (c) Individual, which focuses on building the capacity of those whose knowledge, skills, and competencies are essential to achieving any system-level impact of culture change.

**23. The activities and work of CERP through EvalPCA will benefit a range of stakeholders including:** (i) The Executive branches (Ministries, Departments and Agencies, provincial governments) at national and sub-national government levels; (ii) Voluntary Organizations for Professional Evaluations (VOPEs) and other national evaluation associations; (iii) Parliaments, (iv) Higher Education Institutions (universities), and (v) citizens of Pakistan who will benefit from evidence-based decision making, better governance, enhanced accountability, and ultimately better development outcomes. CERP through EvalPCA will continue to work with CLEAR SA on collaborated activities of interest and relevance.

**24. Over time, CERP through EvalPCA aims to expand its support to select Central Asian countries (*Kazakhstan, Kyrgyzstan & Tajikistan*)** via collaborative arrangements with local partners and institutions (*such as CERP's existing MoU with University of Central Asia*) to improve and strengthen host governments' M&E capability.

**25. Over the course of this grant, CERP will prioritize countries/regions, institutions, and individuals that are most likely to have a systemic impact on the use of evidence in their respective institutions.** The selection of the specific activities to be delivered will be demand-driven and prioritized according to strategic client selection criteria, including:

- (a) Clients who are influencers and conveners of the M&E culture in their country/region.
- (b) Clients who are likely to influence the use of evidence, learning culture, and/or decision-making processes in their institutions.
- (c) Clients who are likely to use evidence to create a culture of evidence-based decision making, transparency and accountability in their regions.
- (d) Clients who are likely to drive the M&E agenda in their regions.
- (e) Clients whose work supports the achievement of the SDGs.
- (f) Clients whose work supports underserved sectors, particularly health, education, and agriculture.
- (g) Clients who are likely to influence national M&E systems and policies within their institutions.
- (h) Clients who have the potential to join a regional cadre of emerging evaluators.

**26. The project will engage regularly with the GEI Global Team** and partners to identify shifts in the countries' context and future opportunities for engagement in other countries.

**C. PDO-Level Results Indicators**

**27. The proposed key PDO results indicators for this grant are:**

- (a) Number of policies, strategies, and/or plans supported by/contributed to by this grant



- (b) Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired
- (c) Expanded institutional, thematic, or geographic coverage through new or existing partnerships.

### III. PROJECT DESCRIPTION

#### A. Project Components

##### **COMPONENT 1: Strengthening M&E Systems (at the enabling environment and organizational levels) in Pakistan & Central Asia.**

28. **Activities under this component will focus on strengthening M&E systems and capacities along with building strong partnerships with the Government of Pakistan at the federal and provincial level.** Activities under component 1 will include:

##### **Pakistan:**

- (a) Country-level Needs Assessments using GEI’s Monitoring and Evaluation Situation Analysis (MESA). This exercise will allow CERP through EvalPCA to better understand the demand for M&E, incentive structures etc. within the socio-political and economic context in the country. The knowledge gained through MESA will enable the center to design and develop strategies for engaging government partners. Through the MESA tool, the center will also identify high-impact programs, departments, and ministries that can be targeted for further technical assistance.
- (b) Improving M&E Capacity at the Federal and/or Provincial Level: CERP through EvalPCA will conduct an initial scoping exercise to gauge the demand within government institutions that want to strengthen and improve their existing M&E systems. This includes the M&E Directorate of Punjab, which is being led by the joint Director General of the Punjab Planning & Development Department and the M&E Directorate. The M&E Directorate monitors the performance ministries (e.g., Health, Education, Energy etc.) and is responsible for public policy development at provincial level. The M&E Directorate expressed its strong commitment to using data and evidence to improve the impact of policies and inform future investments. CERP is working on a long-term MoU to establish a collaborative relationship with the M&E Directorate Punjab and then initiate a work program in two phases:
  - (i) Phase 1: conducting in-depth Needs Assessment exercise to map existing gaps and weaknesses within their M&E system and assess data health.
  - (ii) Phase 2: insights from the Needs Assessment exercise will be used to improve the institution’s M&E system.

Simultaneously, CERP through EvalPCA will also work on designing data tools and dashboards to address the key pain points for existing M&E systems identified in the Needs Assessment phase.



- (c) In the second and third year, CERP through EvalPCA will conduct a scoping exercise to identify Ministries which fall under the jurisdiction of Planning Commission and are highly motivated to achieve SDGs goals such as the Health Ministry (SDG 3, *Good Health*) *Well-Being*, and Education Ministry (SDG 4, *Quality Education*). CERP through EvalPCA will also continue to work with Federal and/or Provincial level ministries and will expand its network further and engage additional provincial level policymaking and implementing bodies such as the Planning Commission, Planning and Development, Health, Education, and service delivery departments (including the Urban Unit, the Punjab Monitoring and Implementation Unit among others) to help strengthen their capacity to institute and use robust M&E systems. These departments have dedicated M&E units and routinely collect administrative data for monitoring, although they do not have the capacity to use that same data to evaluate impact of programs/policies. At this level, CERP through EvalPCA will conduct a thorough needs assessments for those departments to determine the nature and scope of the problem to address, the population segments it intends to reach, and the mechanisms through which relevant SDG programs are addressing the problems. The Needs Assessment will directly inform the design of the proposed M&E Framework and Data Tools for the Department as well as the customized M&E training for their staff (as detailed in component 2 below).

**Central Asian Region:**

- (d) Over the course of this grant, CERP through EvalPCA in collaboration with the University of Central Asia (UCA), will identify and map demand for M&E capacity building in Central Asia. CERP through EvalPCA will conduct an assessment to identify possible client countries and risks to be mitigated in. Subsequently, CERP through EvalPCA will carry out a scoping exercise to populate the MESA Diagnostic Tool and understand client countries' planning, budget and M&E systems, monitoring & reporting systems and evaluation systems. Through the MESA Tool CERP through EvalPCA will identify departments and ministries that show a keen interest for M&E support.

**COMPONENT 2: Building a critical mass of M&E professionals (of individuals and within organizations).**

29. **Activities under this component aim to create a culture of evidence use, and a cadre of evaluators, M&E specialists, and other evaluation stakeholders in Pakistan.** To achieve this, CERP through EvalPCA will deliver open enrollment training workshops, tailored courses, advisory services, and programs for emerging evaluators, among others. These trainings will target entry to mid-level M&E professionals in the public and private sectors and will be offered on an on-going basis through the three years of the CERP grant. A subset of trainings delivered under this component will be part of the broader package of technical assistance delivered to a selected number of government departments and agencies and will be designed according to the results of the needs assessments to be carried out over the course of this grant (3 years).
30. **CERP through EvalPCA will offer three main types of training programs in Pakistan and the Central Asia region:** *Open Enrollment programs*, *Customized M&E Trainings* for partnered government institutions and departments, for whom Needs Assessment has been conducted, and *Building Capacity to Use Research Evidence (BCURE) Trainings*:
- (a) **Open enrollment Trainings:**
- (i) Evidence Based Program Design (EBPD) course. CERP's flagship course will be offered every year as an open enrollment program to attract policy actors from various institutions and ministries as



well as civil servants, representatives from multilateral donor organizations and NGOs, researchers and economists. The objective of this course is to help the audience understand and implement the salience of using evidence for smart policy design. The training has a strong focus on teaching participants how to identify a policy problem, create a theory of change, and design a program to address it. It focuses on all aspects of M&E from data collection, designing an evaluation framework, creating relevant indicators, and measuring impact. This course focuses on key concepts of dynamic program design and measuring causal impact, using lectures, localized case studies, simulations, and group work.

- (ii) Online Monitoring and Evaluation Boot Camp. This BootCamp Certification comprises three in-depth courses, which will be offered every year to build capacity of entry to mid-level government officials, researchers, and aspiring M&E experts. The Boot Camp will comprise of:
- a. A course focused on broader M&E themes such as program design, theory of change, evaluation methodologies, sampling design and data collection, and adaptive M&E systems.
  - b. A course on Quantitative & Qualitative Research Methodologies that offer participants hands-on training using STATA software to clean, code and analyze data from surveys, focus groups, interviews etc.
  - c. A Project Management course to conclude the Boot Camp that focuses on practical skills such as developing timelines and work plans, financial management, budgeting, and negotiation skills.

All three courses will use case studies, polls/quizzes, and interactive group activities for an immersive learning experience.

(b) **Customized Trainings:**

- (i) Insights from the Needs Assessment Phase (mentioned above in BL-1) will be used in conjunction with the results from focus groups with relevant stakeholders' group discussions to design a customized M&E training for a selected set of departments. Training will use case studies, group work, and simulations to match the M&E capacity needs of the partner institution and will include a customized Results Based Policy Design (RBPD) training to provide participants with tools & knowledge to conduct impact evaluations within the government sector. This course will use localized case studies and practical examples to ensure that participants can learn skills that are easily adaptable to their specific contexts.

Additionally, a customized M&E workshop will also be offered to:

- (ii) target strategic government partners and civil servants working towards the goal of strengthening national level institutions (SDG 16); and
- (iii) provide support to governments to bolster the mechanisms of implementing policies to achieve UN SDG goals (SDG 17).

These M&E workshops will tailor content to the challenges and constraints faced by participating government agencies .



- (c) **Building Capacity to Use Research and Evidence (BCURE):** BCURE workshops in collaboration with Evidence for Policy Design (EPoD) at the Harvard Kennedy School of Government (HKS) will be conducted every year under the long-term MoU signed with the National School of Public Policy and Pakistan Civil Services Academy and Training Management & Research (TMR) Wing Sindh Government. The workshop is designed for civil servants from different levels and combines virtual modules and in-person sessions. CERP through EvalPCA plans to expand the scope of the training in later years to include the Institute for Parliamentary Services, Management Professional Development Department, and other agencies based on demand.

**COMPONENT 3: Contributing to the availability and use of knowledge on M&E and capacity building for M&E**

- 31. **Activities under this component will focus on capturing and curating M&E knowledge generated from EvalPCA’s ECD activities.** Outputs of component 3 will include:
  - (a) **Publications:** CERP through EvalPCA will develop lessons learned papers through a collaborative process with their key government partners throughout Pakistan. The center will focus on developing knowledge products that translate research into concrete and actionable suggestions for policymakers.
  - (b) **Knowledge sharing events:** The center will host workshops and roundtable series to share knowledge generated by CERP through EvalPCA, promote best practices, and facilitate networking among M&E stakeholders in Pakistan and Central Asia.
  - (c) **Convening gLOCAL events:** CERP has participated in gLOCAL Evaluation Week since 2019 and will take an active role in convening gLOCAL in Pakistan by hosting its own knowledge sharing events and connecting with key partners in the country to encourage them to participate in gLOCAL. CERP through EvalPCA will also promote gLOCAL within its networks and through other platforms (such as social media) to strengthen the knowledge sharing initiative’s reach within Pakistan. CERP through EvalPCA will also explore the potential of collaboration with CLEAR South Asia, to create synergies within knowledge production and dissemination on platforms such as gLOCAL.
- 32. **CERP through EvalPCA will leverage the UCA network in Central Asia (e.g., the Institute of Public Policy and their Civil Society Initiative) to work on publications that showcase how reliable evidence can be effectively used to inform policy in the region.** To that effect, CERP through EvalPCA will convene a regional conference to discuss key challenges and opportunities in the region involving relevant policy makers researchers, academics and other stakeholders to explore possibilities of collaboration between the countries e.g. student exchange programs, exports of goods and service utilizing the evidence produced by academia.
- 33. **EvalPCA will also build on CERP’s existing partnership with the China Prosperity Fund for Energy and Low Carbon Economy Program (CELCEP) and Her Majesty’s (HM) British Government.** This collaboration will focus on creating awareness through knowledge production & capacity building for Pakistan’s energy sector (policy makers, investors, critical decision makers) to use and benefit from an online open-source tool which can enable them to:
  - (a) assess the impacts of current and planned projects on the local/global environment and sustainable development.



- (b) assess the stranded asset risks of current/planned projects to investors and communities driven by physical and transition risks related to environmental change.

**COMPONENT 4: Establishing EvalPCA as an dedicated technical program**

**34. Component 4 will support the establishment of CERP through EvalPCA as an independent GEI Affiliate Program.** This component will ensure that EvalPCA is set up, staffed and has adequate management and administrative capacity. EvalPCA aims to increase its visibility in Pakistan and the region through improved networks and communications. Under this grant, CERP through EvalPCA will:

- (a) Set up a EvalPCA office including venue set up, recruitment of staff, procurement of equipment such as laptops, mobile broadband wireless internet devices, official cell phones, printer, and office furniture (table, chair, filing cabinet).
- (b) Build internal staff capacity on project management, financial management, procurement, and other professional capacities such as research skills , M&E, negotiation, and other soft skills.
- (c) Budgeting of domestic and international travel costs by air and road including accommodation, visa processing fees (if required), and traveling allowance and dearness allowance(TA DA) for business development activities for future local and international collaborations.
- (d) Systematically collect and report information on EvalPCA operations and generate quarterly monitoring data and annual reports for GEI.
- (e) Conduct tracer and follow-up surveys to track learning outcomes and longer-term impacts for EvalPCA clients.

**35. CERP through EvalPCA 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 EvalPCA and enables the identification of potential implementation challenges and just in time course correction of activities if needed.

**B. Project Cost and Financing**

Project Components	Project cost	Trust Funds	Counterpart Funding
<b>Total Costs</b>	USD 1,360,000	USD 750,000	
Total Project Costs	USD 1,360,000	USD 750,000	
<b>Total Financing Required</b>	USD 610,000		



## IV. IMPLEMENTATION

### A. Institutional and Implementation Arrangements

36. **CERP will be the sole recipient and implementing entity for the project.** There will not be any sub-implementing agencies. EvalPCA will be a project implemented by CERP. EvalPCA is not a legal entity according to Pakistani law and will be treated as a separate cost center within the CERP's accounting framework. EvalPCA's strategy will be approved by CERP's Chief Executive Officer (CEO).
37. **CERP is an entity with separate legal status with powers to enter into contracts with international organizations.** CERP was competitively selected by a group of donors and the World Bank to implement the GEI Strategy in Pakistan and gradually expand its coverage to the Central Asian region. The Center will be governed by the rules and regulations of CERP as well as applicable World Bank's rules and regulations.
38. **CERP will bear the responsibility for financial reporting and oversight over the implementation of this grant and EvalPCA will be responsible for technical aspects of the project.** Responsibility for fiduciary and legal issues related to this grant will continue to be borne by CERP. Staff and consultants will be procured following CERP and World Bank policies and procedures. CERP will maintain a dedicated segregated account specific to this grant to facilitate financial reporting to the Bank. Audits of CERP accounts will be carried out annually.
39. **CERP will set up a dedicated technical team and office for the implementation of the EvalPCA project.** The team's technical expertise will comprise public sector governance and M&E; M&E capacity building; evaluations systems monitoring; monitoring, evaluation, research and learning (MERL); M&E results frameworks; and marketing and communications. Initially, an EvalPCA Director will be seconded from CERP to manage EvalPCA. The director will be supported by a Policy & Administrative Manager (exact title may vary) and a Capacity Building-Operations Associate. During the first year the team will focus on business development and relationship-building. EvalPCA Director will be cost-shared on a 70:30 basis between EvalPCA and CERP, whereas the Policy & Administrative Manager, and Capacity Building-Operations Associate will be dedicated resources fully covered by the grant. Over time, as EvalPCA's portfolio expands, the 70:30 cost sharing ratio for the EvalPCA Director will also be adjusted to reflect more time investment from CERP to EvalPCA's programs. Additional human resources may be recruited in the course of project implementation as needed. This grant will finance center activities, personnel, operating costs, and costs associated with basic goods needed to make the center operational.
40. **Implementing arrangements to address environmental and social issues** are illustrated in the specific section dedicated to Environmental and Social Framework (ESF) implementation in this document.

### B. Results Monitoring and Evaluation

41. **Underlying Theory of Change informing this project.** The proposed project is predicated on a Theory of Change that links EvalPCA inputs to results at the "ecosystem" level in client countries. Working with different stakeholders through training, technical assistance, knowledge production and sharing, EvalPCA 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, CERP through EvalPCA is expected to address M&E needs at local, national, and regional levels in Pakistan and the Central Asian region 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.

**42. The monitoring and evaluation of EvalPCA’s activities and results will be conducted as follows:**

- (a) **Reporting on activities and immediate results:** In addition to the grant standard requirements and conditions, CERP through EvalPCA will collect, document, and share systematic information on its activities. This will include:
  - (i) Ongoing monitoring at the ‘activity’ level through the GEI MIS – including main objective, type of activity, target audience, dates, duration, implementing partners, and other descriptive parameters as agreed through the MIS.
  - (ii) Feedback on trainings and workshops collected through post-training participant surveys, including parameters on quality, usefulness and increase in knowledge and/or skills collected through standardized feedback forms, and instructor feedback sessions.
- (b) **Measuring outcomes and using evidence to make program decisions:** To track outcome level results and impact of the trainings, as well as make informed changes in the program’s content and delivery, CERP through EvalPCA will:
  - (i) Use tracer studies and systematically collate and aggregate feedback survey results to distill and incorporate lessons on pertinent issues such as workshop pedagogy, content, and more into program decision making.
  - (ii) Aggregate and report the results of EvalPCA’s activities through the GEI MIS.

**43. Throughout the project implementation, CERP through EvalPCA will ensure that its internal M&E activities align with the overall GEI M&E Framework and provide data through the GEI MIS.**

**C. Sustainability**

**44. As part of its sustainability model, CERP responds to country demands through a range of partners, in a phased approach.** An initial phase of engagement and exploration usually follows a direct or referred request for technical advisory services, workshops, or training, which are subsequently evaluated by the CERP CEO. When the potential for longer term engagement is confirmed, CERP follows a structured process which, if the country-conditions are conducive (see below for criteria) should result in formalized longer-term partnerships/agreements with key national & sub-national institutions:

- (a) The project will undertake a diagnostic to identify key partners on the demand side (particularly in the center of government) and further entry points in supply, which help build upon the existing capacities of local clients.
- (b) The project connects to suitable entry points within government demand and works with the local partners/institutions and civil society organizations to adaptively connect to supply.
- (c) The project together with partners/institutions implements a focused local program of activities based on country-led demands to strengthen supply.



## V. KEY RISKS

### A. Overall Risk Rating and Explanation of Key Risks

45. **Overall risks for this project are low.** Activities financed are limited to training, knowledge generation and sharing.

## VI. APPRAISAL SUMMARY

**Note to Task Teams:** Please provide a summary description of the main economic benefits and costs of the project, and a summary of the key FM, procurement and safeguard issues.

46. **A Financial Management (FM) capacity assessment of the “Recipient” of the Bank grant, the “Centre for Economic Research and Policy (CERP) in Pakistan”, a Not For Profit Organization formed under section 42 of Companies Ordinance 1984 (Now Companies Act 2017 of Pakistan), was carried out as required under the Financial Management (FM) Manual for World Bank Investment Project Financing (IPF) Operations, February 2017, and the Guidance Note on Small Recipient - Executed Trust Fund (RETF) Grants, October 2017.** CERP is also the Implementing Entity for the Bank grant and is responsible for monitoring, financial reporting and oversight over the Bank grant funds. The objective of the FM assessment was to review the financial management, reporting and oversight arrangements of the CERP, and assess if they meet the minimum acceptable requirements of financial management and oversight arrangements as per the IPF FM Manual and the Small RETF Grants Guidance Note. Legal have confirmed that “CERP Pakistan” is an entity with a separate legal status and with power to enter into contracts with international organizations, and is eligible to receive Bank financing.
47. **The FM capacity assessment of “CERP” (the Recipient) was conducted based on the completed FM assessment questionnaire submitted by them.** The assessment covered the areas of budgeting, staffing, accounting, financial reporting, funds flow, accountability, internal control and oversight and external audit arrangements. The overall FM risk at project preparation is assessed as “Moderate”. The FM risk will be evaluated during project implementation and the risk rating will be adjusted accordingly.
48. **As per the project institutional and implementation arrangements described in section IV (A) of this document, CERP will be the Recipient and the sole implementing entity for the project and there will not be any sub – implementing entities.** CERP will bear responsibility for the financial reporting and oversight over the implementation of this grant, as well as all fiduciary matters.
49. **Fund Flow and financial reporting – CERP will open a segregated Designated Account (DA) in USD in a commercial bank under terms and conditions acceptable to the World Bank, to receive the grant funds for implementing the agreed activities and to incur expenditure.** They will also get their Annual Work Program and Budget (AWPB) for the Bank project approved by the Bank before the commencement of their fiscal year. CERP will also prepare and send to the Bank six – monthly Interim Financial Reports (IFR), within 45 days after the end of each semester, in the agreed IFR format. The IFRs will reflect the “actual expenditures” incurred on the various components and activities during the reporting period.



50. **Disbursement and eligible expenditures:** Funds will be disbursed either as reimbursement of expenditure incurred or on an advance basis (if requested). Disbursement will be based on the six – monthly IFRs that will report on the actual expenditure incurred on various agreed project activities, and the forecast for the next 6 months. An initial advance, typically to cover first 4-6 months of forecasted expenditure for the agreed activities, can be provided to CERP to commence the project activities. The subsequent advances will be provided based on the actual expenditure reported in the IFR during the semester and the funds required for the next 6 months (after netting off the unspent balances from the previous advance). Expenditure categories under the project are Goods, Training, Operating Costs, Consulting and non – consulting Services. The specific items of expenditure eligible for financing under the Operating Costs category will be defined in the Grant Agreement.
51. **External Audit and Compliance:** The Bank Grant to CERP will be annually audited by an external auditor acceptable to the Bank and under Terms of Reference agreed in advance with the Bank. The auditor will verify that the grant funds have been expended in line with the provisions of the Grant Agreement and the financial management requirements of the Bank and provide a Management Letter highlighting the significant findings of the audit. If at some point during implementation, there any sub-grantees or partner institutions that will receive funds from the recipient to implement some project subcomponents/activities, the audit will cover this expenditure too. The Audit Report and the Management letter will be submitted to the Bank no later than six months after the end of the Recipient’s fiscal year. CERP will also share their annual entity audit report with the Bank. CERP will fully comply with the WB public disclosure policy of audit reports once they are accepted by the Bank.
52. **Supervision strategy:** The Bank will review the implementation of FM arrangements and FM performance, identify corrective actions if necessary, and monitor the fiduciary risk. The basis of FM supervision will be mostly by desk review with one formal annual supervision mission, subject to Covid – 19 protocols.
53. **Procurement activities will be carried out in accordance with the World Bank’s Procurement Regulations** for Borrowers under Investment Policy Financing (Fourth Edition, November 2020) (“Procurement Regulations”), the ‘Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants’ revised as of July 1, 2016; and the provisions stipulated in the Procurement Plan for the entire project life, approved on June 2, 2022. The Procurement Plan will be updated at least annually or as required to reflect the actual Project implementation needs.
54. **Centre for Economic Research in Pakistan (CERP) will be responsible for all procurement and contracting related queries and processing, including management and compliance with fiduciary requirements.** A procurement capacity assessment was carried out. The CERP is staffed with 1 fiduciary staff without knowledge of the Bank’s regulations for the selection of consultants but with a suitable experience on contract management.
55. **In accordance with the Regulations, a short form Project Procurement Strategy for Development (PPSD) has been prepared by the CERP with the support from the Bank’s team, for the purpose of identifying the most appropriate procurement approach for the project.** As this project will be composed of only consulting services without major risks identified, as the estimated amounts of all contracts to be financed are small, the procurement risk is considered moderate.



56. It is also to be noted that the CERP has recruited several individual consultants before signing the Legal Agreement. These contracts have been reviewed during the preparation phase of the project and the applied procurement processes were found compliant with the Bank’s Procurement Regulations. However, it was recalled that the CERP undertook such advance procurement at its own risk, and any concurrence by the Bank on the procedures, documentation, or proposal for award of contract, does not commit the Bank to finance the project in question. Reimbursement by the Bank of any payments made by the CERP under the contract prior to signing the Legal Agreement is referred to as retroactive financing and is only permitted within the limits specified in the Legal Agreement.

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

**Note to Task Teams:** This summary section is downloaded from the PAD data sheet and is editable. It should match the text provided by E&S specialist. If it is revised after the initial download the task team must manually update the summary in this section. **Please delete this note when finalizing the document.**

57. **This Technical Assistance (TA) project focuses on capacity building in monitoring and evaluation.** The project activities are limited to conducting diagnostic, analytical and research work, advisory support in the design and development of M&E curriculum and training materials, delivery of training to institutions and professional individuals, technical advisory support in M&E system development and strengthening, production of knowledge products, assistance in knowledge sharing and dissemination, 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.

58. **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, the project activities are not expected to incur significant adverse social impacts and risks. 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 context and are considered low, as interactions are anticipated to remain largely virtual for at least the initial phase of the grant’s implementation period. Key stakeholders involved here include CERP staff, potential partner organizations in Pakistan and central Asian countries, the trainers of virtual and possible future on-site workshops, as well as the potential beneficiary participants. Stakeholder risks are considered low. The project institutions have already in place policy, procedure, and management mechanisms in handling social risks as identified under this project.

59. **The center will continue to promote gender responsiveness and social inclusion considerations in its M&E diagnostics, training, and services.** The project will give priority consideration in their beneficiary selection to those



who represent underserved demographics, geographies, and sectors, including vulnerable, disadvantaged and indigenous groups. 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**

**Note to Task Teams:** Inclusion of the following text is mandatory. No additional text should be added in this section.

***Grievance Redress.*** Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may submit complaints to existing project-level grievance mechanisms or the Bank'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 Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of Bank Management and after Management has been given an opportunity to respond. For information on how to submit complaints to the Bank's Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the Bank's Accountability Mechanism, please visit <https://accountability.worldbank.org>.



**VII. RESULTS FRAMEWORK AND MONITORING**

**Note to Task Teams:** The following sections are system generated and can only be edited online in the Portal.

**Results Framework**

COUNTRY : World

**Monitoring and Evaluation Capacity Building in Pakistan and Central Asia**

**Project Development Objectives**

The project will improve monitoring and evaluation frameworks, capacity, and use in Pakistan and Central Asia. 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 of the 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 policies, strategies, and/or plans supported by/contributed to by this grant		Number	0.00	3.00	Annually	Presence of Draft Policies, Strategies, and or Plans/Papers.	EvalPCA



Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Description: This indicator measures the number of policies; strategies, and or plans supported by the grants.							
<b>Name:</b> Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired		Percentage	70.00	75.00	Measured by the end of training courses or workshops and reported every 6 months.	Monitoring tool used by EvalPCA	EvalPCA
Description: This indicator measures the proportion of participants providing positive feedback on training relevance, quality and knowledge.							
<b>Name:</b> Expanded institutional, thematic, or geographic coverage through new or existing partnerships		Number	0.00	6.00	Annually	MOUs, Events, Program Cooperation Agreement(s), Long Term Agreement (LTA).	EvalPCA
Description: This indicator allows us to assess if the work of 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).							

**Intermediate Results Indicators**

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
<b>Name:</b> Number of technical outputs produced for partners and clients by		Number	0.00	2.00	Annually	Presence of draft and finalized outs (plans, policies, manuals and agendas).	EvalPCA



Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
EvalPCA(e.g. plans, policy statements, briefing notes, manuals, and agendas or other operational documents)							
Description: This indicator measures the number of technical outputs produced for partners by EvalPCA.							
<b>Name:</b> Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by EvalPCA as a result of activities carried out in Pakistan.		Amount( USD)	0.00	6.00	Bi-Annually (ever six months)	Monitoring tool, Training & Workshop Reports.	EvalPCA
Description: This indicator measures number of requests for training and workshops made by stakeholders in countries where EvalPCA works.							
<b>Name:</b> Number of individuals attending knowledge sharing events (disaggregated by gender/country/region)		Number	0.00	250.00	Annually	Attendance registries.	EvalPCA
Description: This indicator measures the number of individuals who attended knowledge sharing events by disaggregated by gender, country and region.							





**Target Values**

**Project Development Objective Indicators**

<b>Indicator Name</b>	<b>Baseline</b>	<b>End Target</b>
Number of policies, strategies, and/or plans supported by/contributed to by this grant	0.00	3.00
Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired	70.00	75.00
Expanded institutional, thematic, or geographic coverage through new or existing partnerships	0.00	6.00

**Intermediate Results Indicators**

<b>Indicator Name</b>	<b>End Target</b>
Number of technical outputs produced for partners and clients by EvalPCA(e.g. plans, policy statements, briefing notes, manuals, and agendas or other operational documents)	2.00
Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by EvalPCA as a result of activities carried out in Pakistan.	6.00
Number of individuals attending knowledge sharing events (disaggregated by gender/country/region)	250.00

**Note to Task Teams:** End of system generated content, document is editable from here.