



Project Information Document/ Identification/Concept Stage (PID)

Concept Stage | Date Prepared/Updated: 18-Mar-2022 | Report No: PIDC254451



BASIC INFORMATION

A. Basic Project Data

Project ID	Parent Project ID (if any)	Environmental and Social Risk Classification	Project Name
P178041		Low	Monitoring and Evaluation Capacity Building in Pakistan and Central Asia
Region	Country	Date PID Prepared	Estimated Date of Approval
OTHER	World	18-Mar-2022	
Financing Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing	Center for Economic Research and Policy (CERP) in Pakistan	Center for Economic Research and Policy (CERP) in Pakistan	

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PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	1.36
Total Financing	0.35
Financing Gap	1.01

DETAILS

Non-World Bank Group Financing

Trust Funds	0.35
Global Evaluation Initiative Multi-Donor Trust Fund	0.35

B. Introduction and Context

Country Context

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[1]. 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[2]. 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[3].

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 of evidence.

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[4], 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.

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 Impact Evaluations. 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.

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[5], where high-level delegates from Pakistan called for stronger partnerships and more coordinated efforts to quickly address the continuing M&E capacity gap.

Gradually and in later stages of this grant, CERP will explore the possibility to expand its operations in Central Asian countries, and possibly in the MENA region. 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.

CERP 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 CERP will focus predominantly on Pakistan and, over time, expand into Central Asia and MENA, 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.

[1] <https://www.worldbank.org/en/country/pakistan/overview>,

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

[3] <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>

[4] https://www.pc.gov.pk/web/press/get_press/334

[5] On January 20, 2021 GEI with CLEAR South Asia hosted an online launch event, Evidence and the road to 2030.

Sectoral and Institutional Context

Over the last decade, the Centers for Learning on Evaluation and Results (CLEAR) Initiative[1] 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.[2] Now under GEI, CERP will be a grantee and transition to an independent entity with an affiliation directly to the CLEAR network rather than to CLEAR South Asia in India.

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 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.

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

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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.

GEI will support CERP, to address the unmet ECD needs in Pakistan and strengthen national and sub-national M&E systems and capacities. CERP will support the government of Pakistan 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 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 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 MoU with the University of Central Asia (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 CERP to gradually expand its operations in Central Asia.

CERP will strive to streamline GEI thematic areas of focus throughout its work program, i.e., gender and inclusion, climate change, youth, and fragility. CERP 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.

CERP will leverage its 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 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.

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.



[1] 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

[2] 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.

Relationship to CPF

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 as a partner to CLEAR SA will contribute to helping the WBG in Pakistan to enhance its effectiveness in meeting such strategic priorities.

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 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, CERP'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.

The grant is well aligned with the World Bank Group's South Asia Regional Strategy[1], which considers governance and accountable institutions as essential elements to develop human capital, promote sustainable 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 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 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.

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. CERP’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

[1] Realizing South Asia Region’s Potential by Investing in People and Enhancing Resilience, South Asia Region Update to the Board 2019

C. Project Development Objective(s)

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.

Key Results

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.

Underlying Theory of Change informing this project. The proposed project is predicated on a Theory of Change that links CERP’s inputs to results at the “ecosystem” level in client countries. Working with different



stakeholders through training, technical assistance, knowledge production and sharing, CERP 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 is expected to address M&E needs at local, national, and regional levels in Pakistan and its 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. A full illustration of the underpinning Theory of Change is presented in Box 2 below.

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D. Preliminary Description

Activities/Components

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

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 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 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:

A. Phase 1: conducting in-depth Needs Assessment exercise to map existing gaps and weaknesses within their M&E system and assess data health;



B. Phase 2: insights from the Needs Assessment exercise will be used to .

Simultaneously, CERP 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.

In the second and third year, CERP 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 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 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:

Over the course of this grant, CERP in collaboration with the University of Central Asia (UCA), will identify and map demand for M&E capacity building in Central Asia. CERP will conduct an assessment to identify possible client countries and risks to be mitigated in. Subsequently, CERP 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 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).

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 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).

CERP 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**:

1) **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.

2) **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.

- a. **Customized Trainings: 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:



- i. target strategic government partners and civil servants working towards the goal of strengthening national level institutions (SDG 16); and
- ii. 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 .

- a. **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 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

Activities under this component will focus on capturing and curating M&E knowledge generated from CERP’s ECD activities. Outputs of component 3 will include:

- a. **Publications:** CERP 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.
- a. **Knowledge sharing events:** The center will host workshops and roundtable series to share knowledge generated by CERP, promote best practices, and facilitate networking among M&E stakeholders in Pakistan and Central Asia.
- a. **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 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 will also explore the potential of collaboration with CLEAR South Asia, to create synergies within knowledge production and dissemination on platforms such as gLOCAL.

CERP 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 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.

CERP will also build on its existing partnership with the China Prosperity Fund for Energy and Low Carbon Economy Programme (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 CERP as an independent CLEAR Affiliate

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

- a) Set up a CERP 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 CERP 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 CERP clients.

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

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

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Legal Operational Policies

Safeguard Policies

Triggered

Explanation (Optional)

Projects on International Waterways OP 7.50

Projects in Disputed Areas OP 7.60

No

No

Summary of Screening of Environmental and Social Risks and Impacts

This 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. No environmental risk or potential impacts are expected on the biophysical environment, human health and



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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. 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.

CONTACT POINT

World Bank

Contact : Fabio Pittaluga Title : Senior Social Development Spec
Telephone No : 5220+89367 / Email :

Borrower/Client/Recipient

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

Implementing Agencies

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

Contact : Amna Aaqil Title : Director Executive Education to Director Marketing and Busin
Telephone No : 9204235777844 Email : amna.aaqil@cerp.org.pk

FOR MORE INFORMATION CONTACT



The World Bank

Monitoring and Evaluation Capacity Building in Pakistan and Central Asia

The World Bank

1818 H Street, NW

Washington, D.C. 20433

Telephone: (202) 473-1000

Web: <http://www.worldbank.org/projects>

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