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Report No: PP4827

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT *AND/OR*

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT PAPERANNEX

ON A

PROPOSED GRANT

IN THE AMOUNT OF

US$ 3.2 MILLION

TO THE

INSTITUTE FOR FINANCIAL MANAGEMENT AND RESEARCH (IFMR)

FOR A

MONITORING AND EVALUATION CAPACITY BUILDING IN SOUTH ASIA

December 20, 2021

CURRENCY EQUIVALENTS

(Exchange Rate Effective December 20, 2021)

Currency Unit = Indian Rupee

INR 75.87 = US$1

FISCAL YEAR
July 1 – June 30

Regional Vice President:	Hartwig Schafer
Country Director:	Junaid Kamal Ahmad
Global Director:	Sophie Sirtaine
Practice Manager:	Dugn Ian Fraser
Task Team Leader(s):	Ketevan Nozadze

ABBREVIATIONS AND ACRONYMS

ADM	Accountability and Decision Making
C&AG	Comptroller and Auditor General
CERP	Center for Economic Research
CLEAR SA	Centre for Learning on Evaluation and Results South Asia
CMED	Central Monitoring and Evaluation Division, Nepal
COVID-19	Coronavirus
CPF	Country Partnership Framework
CSO	Civil Society Organizations
DMEO	Development, Monitoring and Evaluation Office
ECD	Evaluation Capacity Development
ESCP	Environmental and Social Commitment Plan
ESP	Evaluating Social Programs
ESRS	Environmental and Social Review Summary
ESS	Environment and Social Standards
FM	Financial Management
GEI	Global Evaluation Initiative
GRID	Green, Resilient, and Inclusive Development
GRS	Grievance Redress Service
ICIMOD	International Centre for Integrated Mountain Development
IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IFMR	Institute for Financial Management and Research
IMED	Implementation Monitoring and Evaluation Division, Bangladesh
INR	Indian Rupees
IPA	Innovations for Poverty Action
IPDET	International Program for Development Evaluation Training
IRBD	International Bank for Reconstruction and Development
IUFR	Interim Unaudited Financial Reports
JPAL	Jameel Poverty Action Lab
LBSNAA	Lal Bahadur Shastri National Academy of Administration
M&E	Monitoring and Evaluation
MDTF	Multi-Donor Trust Fund
MESA	Monitoring and Evaluation Systems Analysis
MIS	Management Information System
NGO	Nongovernmental Organization
NITI Aayog	National Institute for Transforming India (NITI) Aayog

NPC	National Planning Commission, Nepal
PDO	Project Development Objective
PM	Practice Manager
PRiME	Program in Rural Monitoring and Evaluation
RFI	Research for Impact
SDGs	Sustainable Development Goals
SEA	South East Asia
TA	Technical Assistance
UNDP	United Nations Development Program
USD	United States Dollar
VOPE	Voluntary Organizations for Professional Evaluation
WBG	World Bank Group

BASIC INFORMATION

Is this a regionally tagged project?	Country (ies)
Yes	Maldives, Nepal, Sri Lanka, Bangladesh, Indonesia, India

Financing Instrument	Classification
Investment Project Financing	Small Grants

Approval Date	Closing Date	Environmental and Social Risk Classification
10-Dec-2021	31-Oct-2024	Low

Approval Authority	Bank/IFC Collaboration	
GDD	No	

Please Explain

Proposed Development Objective(s)

The project's specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in South Asia and Indonesia. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies.

This project aims to contribute to the higher-level development of 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)
Strengthen a culture of evidence-based decision-making in South Asia	2.17
Strengthen local M&E capacity	0.47
M&E knowledge generating and dissemination	0.44

CLEAR SA Center development, monitoring and evaluation	0.12

Organizations

Borrower :	Institute for Financial Management and Research (IFMR)
Implementing Agency :	Jameel Poverty Action Lab (J-PAL) South Asia at the Institute for Financial Management and Research

PROJECT FINANCING DATA (US$, Millions)

SUMMARY

Total Project Cost	3.22
Total Financing	0.85
Financing Gap	2.37

DETAILS

Non-World Bank Group Financing

Trust Funds	0.85
Global Evaluation Initiative Multi-Donor Trust Fund	0.85

Expected Disbursements (in USD Million)

Fiscal Year	2022	2023	2024	2025
Annual	0.40	0.45	1.08	1.28
Cumulative	0.40	0.85	1.94	3.22

INSTITUTIONAL DATA

Financing & Implementation Modalities

Situations of Urgent Need of Assistance or Capacity Constraints

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

Other Situations

[ ] Financial Intermediaries (FI)   [ ] Series of Projects (SOP)

[ ] Performance-Based Conditions (PBCs)   [ ] Contingent Emergency Response Component (CERC)

[ ] Alternative Procurement Arrangements (APA)   [ ] Hands-on Expanded Implementation Support (HEIS)

Contributing Practice Areas

OVERALL RISK RATING

Risk Category	Rating
Overall	● Moderate

COMPLIANCE

Policy

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

[ ] Yes   [✓] No

Does the project require any waivers of Bank policies?

[ ] Yes   [✓] No

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

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

Legal Covenants

Conditions

PROJECT TEAM

Bank Staff

Name	Role	Specialization	Unit
Ketevan Nozadze	Team Leader(ADM Responsible)		IEGCD
Sangeeta Patel	Procurement Specialist(ADM Responsible)		ESARU
Arvind Prasad Mantha	Financial Management Specialist(ADM Responsible)		ESAG1

Charles E. Di Leva	Environmental Specialist(ADM Responsible)	LEGEN
Mridula Singh	Social Specialist(ADM Responsible)	SSAS2
Anantha Krishna Karur	Team Member	ESAG1
Chaohua Zhang	Social Specialist	OPSIS
Dugan Ian Fraser	Program Manager	IEGCD
Fabio Pittaluga	Social Specialist	SLCSO
Geraldine Mayela Alonso Ghersi	Counsel	LEGLE
Janardhanan Ramanujam	Team Member	WFACS
Shaha Zehra	Team Member	IEGCD
Una Meades	Environmental Specialist	OPSEF
Xiaoxin Shi	Environmental Specialist	OPSEF

Extended Team

Name	Title	Organization	Location

SOUTH ASIA
MONITORING AND EVALUATION CAPACITY BUILDING IN SOUTH ASIA

TABLE OF CONTENTS

I. STRATEGIC CONTEXT

A. Country Context

1. South Asia faces a challenging socio-economic outlook as the region struggles with compounding factors, including an economic recession, weak institutions, climate risks, and the repercussions of the SARS-CoV-2 (COVID-19) pandemic. South Asia is home to 1.8 billion people, with over 28 percent living in extreme poverty. Poverty and inequality rates are expected to increase in the region due to the devastating impacts of the COVID-19 pandemic. India's economy, the largest in the region, has significantly declined over the past year, leaving millions marginalized. The uncertainty of the post-pandemic recovery and the continuing threat of climate disasters are some of the factors that threaten the region's economic and political stability and jeopardize its achievement of Sustainable Development Goals (SDGs).

2. The post-pandemic recovery period requires well-targeted policies and evidence-based decision-making, as well as increased country capacity to systematically monitor and evaluate the performance of programs and policies. CLEAR South Asia (CLEAR SA hereinafter) will contribute to the Global Evaluation Initiative's (GEI) support to the World Bank Group (WGB) outcome orientation agenda by building a cadre of professionals in client countries who are trained in monitoring, evaluation, learning, and adaptive management practices. Such skills will enable countries to monitor the success of policies and investments devised to address the impacts of the COVID-19 pandemic, which had a substantial impact on growth, job creation and inequality, risking a regression of development gains obtained over the last few decades. Ensuring that solid M&E systems are in place will be an essential tool for governments to define effective policies to mitigate the short-term impacts of the pandemic and will also constitute a bedrock for the reforms that will create the conditions for economic recovery. Stronger systems must be in place to monitor progress and learn from past experiences and M&E capacity and resources sit at the heart of this. As such, CLEAR SA's work to strengthen Monitoring and Evaluation (M&E) systems contributes directly to enabling countries to recover from the pandemic's negative consequences and to build back better.

3. Several governments in South Asia made significant progress towards the establishment of M&E systems and policies. Over the past decade, the governments of India, Pakistan, Sri Lanka, Nepal, and Bangladesh have demonstrated commitments to, and progress towards establishing national M&E mandates and policies. For example, Sri Lanka became the first country in the region to adopt a National Evaluation Policy in 2018. India established the Development, Monitoring and Evaluation Office (DMEO) under its National Institute for Transforming India (NITI) Aayog to commission national evaluations and measure SDGs achievements. India's Department of Expenditure (DoE), line ministries, and sub-national governments also expanded their evaluation mandates. In Bangladesh, the Implementation Monitoring and Evaluation Division (IMED) under the Ministry of Planning is responsible for monitoring and evaluating state programs. In Nepal, the Central Monitoring and Evaluation Division (CMED) under National Planning Commission (NPC) developed M&E guidance and policies to evaluate state programs and use evaluation findings in policy planning (see Annex 1).

4. However, national M&E systems and policies are at early stage of development in the region and require further strengthening. While South Asian countries established M&E functions, they often operate on a sub-optimal basis due to lack of funds, qualified staff, strong and independent mandates, or inadequate frameworks,

processes, and policies. Some of the key challenges include the need to better diagnose M&E gaps and opportunities in policy making, build strategic and sustainable partnerships to support government demand in strengthening country M&E systems, train local and young M&E professionals, inform evaluations on gender and environmental issues, and contribute to building an evidence-based policy-making culture. Given these gaps, authorities in South Asia expressed an increasing demand for Evaluation Capacity Development (ECD) services, including support with technical advisory services, specialized M&E trainings, and knowledge services. This need was emphasized during the January 2021 GEI launch event in South Asia,[1] where high-level delegates from governments in the region called for stronger partnerships and more coordinated efforts to address the persisting M&E capacity gap in the region.

B. Sectoral and Institutional Context

5. Over the last decade, the Centers for Learning on Evaluation and Results (CLEAR) Initiative has successfully supported ECD efforts in South Asia. 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 competitively selected to host the CLEAR South Asia center. With previous CLEAR grants , CLEAR South Asia has successfully provided M&E advisory services, trainings, knowledge products, and awareness raising events in the region. In the past 10 years, CLEAR SA has reached over 8,000 participants and conducted more than 300 activities, helping to strengthen public institutions and capacities of civil servants and local M&E professionals.

6. CLEAR SA strengthens M&E systems by building capacity for better monitoring, primary data collection, rigorous development programs evaluations and creating a culture of evidence-based policymaking. CLEAR SA works on improving M&E frameworks and capacities and institutionalizing the use of evidence for decision-making through long-term partnerships, advisory services, training workshops, and knowledge sharing activities. CLEAR SA also leverages the vast experience of its host institution J-PAL and its network of affiliated researchers and partners conducting rigorous impact evaluations and contributing to evidence-based policy making.

7. CLEAR SA partners with government and local institutions to support ECD strengthening in South Asia and Indonesia. CLEAR SA has built its institutional capacity as an ECD provider in the region by building local partnerships. Within India, CLEAR SA benefited from the institutional capacity and networks of J-PAL SA as it developed ECD programs to support India's civil service institutions such as the Indian Administrative Services and the Indian Economic Services, as well as sub-national governments of Tamil Nadu, Punjab, and Odisha. Recently, CLEAR SA committed to a long-term engagement with India's DMEO which is responsible for supporting SDGs evaluations. Within the J-PAL network, CLEAR SA also cooperates with J-PAL Southeast Asia (J-PAL SEA), located in Indonesia and hosted at the University of Indonesia. CLEAR SA will support Indonesia's national M&E strengthening initiatives in partnership with J-PAL South East Asia (SEA). In Bangladesh, CLEAR SA collaborates and delivers trainings with Innovations for Poverty Action (IPA) Bangladesh, a non-profit organization, which aims to inform better policies to eradicate poverty in Bangladesh. Previously, in Nepal, CLEAR SA partnered with Kathmandu University and provided M&E services to the International Centre for Integrated Mountain Development (ICIMOD). In Bhutan, CLEAR SA worked directly with the National Technical Committee of the Royal Government of Bhutan and supported their annual national evaluations. These partnerships allowed CLEAR SA to

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[1] https://www.globalevaluationinitiative.org/events/gei-launch-event-south-asia

inform high-level policymakers and support the use of evaluative evidence for decision-making at national and sub-national levels. Lessons learned from past engagements show the importance of building long-term engagements with the client governments and following up on initial M&E training requests with a more holistic and systemic approach (see annex 2)

8. In FY21, the Independent Evaluation Group (IEG) launched the Global Evaluation Initiative (GEI), which aims to catalyze and bring together actors and experts 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). CLEAR SA 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.

9. GEI will support CLEAR SA to address the unmet ECD needs in South Asia and Indonesia and strengthen national and sub-national M&E systems and capacities. CLEAR SA will support governments in developing the necessary tools, frameworks, systems, capacities and processes to monitor and evaluate the performance of national development strategies and programs, collect and analyze data and use evidence to improve decision-making. With GEI grant, CLEAR SA will continue working with the national and sub-national governments and public institutions with a longer-term commitment to strengthen organizational M&E systems and capacities and ultimately support building better institutions and better policies (SDG16). CLEAR SA will also strengthen local partnerships with local ECD providers to better coordinate and complement ECD activities in the region (SDG17). CLEAR SA will expand its activities selectively beyond South Asia and use the J-PAL network to work in Indonesia. J-PAL Southeast Asia is actively engaged with national and provincial governments of Indonesia as they conduct impact evaluations in the country. Through GEI, CLEAR SA will amplify J-PAL SEA's work in building needed capacities and country systems to strengthen M&E functions, enhance data and improve overall capacities for informing policy decisions.

10. CLEAR SA will streamline key GEI themes such as gender and inclusion, climate change and youth throughout its work. These themes are priorities for GEI and also respond well to the regional challenges. CLEAR SA will contribute to M&E studies and trainings on SDG-related themes. CLEAR SA 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 training.

11. GEI donors approved a grant in the amount of US$850,000 for CLEAR South Asia in year one. This CLEAR SA grant project, however, illustrates activities that will be conducted over the course of three years, with annual replenishments. The total amount of the proposed 3-year project is US$3,218,128. The total amount of the funds is available and the team will process additional financing for years two and three in the course of 2022.

C. Higher Level Objectives to which the Project Contributes

12. The grant is well aligned with the World Bank Group's South Asia Regional Strategy, which considers governance and accountable institutions as essential 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 that the Bank is focused on promoting good governance and accountability, as well as investing in strengthening public institutions for more effective and efficient service delivery. CLEAR SA directly contributes to these priorities by working with national and sub-national governments in the region 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. CLEAR SA will address these themes in its ECD work, leveraging the GEI partnership to cross share knowledge on these topics and through activities that directly address the issues, such as by incorporating gender-responsive and environmental footprint methodologies in their M&E diagnostics and trainings.

13. This grant is also well aligned with individual World Bank country partnership frameworks (CPF) for relevant countries, that underscore the importance of accountability, good governance, and more effective public institutions. For example, CLEAR SA's activities align well with the World Bank's focus on strengthening capabilities within the public sector in India (Country Partnership Framework 2018-22). The Nepal CPF 2019-2023 highlights the need to strengthen public institutions for economic management, service delivery, and public investment. The Indonesia CPF FY 2021-25 notes that improving governance will be crucial to "increase efficiency, equity, and effectiveness of public spending". For Bangladesh, Pakistan, Sri Lanka, Maldives, and Bhutan updated strategies are currently being developed. However, earlier CPFs emphasize good governance, accountability, and transparency as critical for countries to achieve their development goals.

14. The grant will also contribute to the WBG's outcome orientation agenda in uncertain times of COVID-19. Following an IEG evaluation in 2020, the Bank has committed to strengthen its outcome orientation at country level. CLEAR SA will contribute to the WBG outcome orientation agenda by building a cadre of professionals in client countries who are trained in monitoring, evaluation, learning, and adaptive management practices. Such skills will enable countries to monitor the success of policies and investments. Ensuring that solid M&E systems are in place will be an essential tool for governments to define effective policies to mitigate the short-term impacts of the pandemic and will constitute a bedrock for the reforms that will create the conditions for economic recovery and a Green, Resilient, and Inclusive Development (GRID). Stronger systems must be in place to monitor progress and learn from past experiences, enable countries to recover from the pandemic's negative consequences and build back better.

II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

15. The project's specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in South Asia and Indonesia. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies. This project aims to contribute to the higher-level development of 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.

B. Project Beneficiaries

16. **Demand for evaluation services and products in South Asia is strong from   governments and public**

institutions. 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.

17. CLEAR SA adopts a holistic approach and provides support to beneficiaries at three levels:

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

18. At all three levels, CLEAR SA targets various beneficiaries, including various institutions (executive branches of governments, parliaments, CSOs, academia), individuals (evaluators, users and commissioners of evaluation, researchers, policymakers, and managers of evaluation) and levels (executive, managerial, technical, and professional). Thus, a range of stakeholders will benefit from the activities and work of CLEAR SA: (i) The Executive branches (Ministries, Departments and Agencies, local 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 the Anglophone African region who will benefit from evidence-based decision making, better governance, enhanced accountability, and ultimately better development outcomes.

19. During the course of this grant, CLEAR SA will adopt a preferred focus on regions, countries, institutions, and individuals most likely to have a systemic impact on the use of evidence in their respective country/institution. The selection of countries to work in and 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 process in their institution
   c) Clients who are likely to use evidence to create a culture of evidence-based decision making, transparency and accountability in their country/region
   d) Clients who are likely to drive the M&E agenda in their country/region
   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 countries
   h) Clients who have the potential to join a regional cadre of emerging evaluators

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

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

The intermediate outcome/output indicators are as follows:
a) % of CLEAR SA Center advisory clients who rate the extent to which the overall performance of their organization/unit/ program has improved as a result of CLEAR Center services high or significant, as measured through tracer surveys;
b) Number of technical and advisory outputs produced for partners and clients by CLEAR SA (e.g. MESA diagnostics, M&E capacity building plans, M&E national plans, M&E frameworks, policy notes, manuals, agendas or other relevant deliverables)
c) Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by CLEAR SA as a result of its initial activities carried out
d) Number of individuals attending CLEAR SA's knowledge events (disaggregated by activity type/gender/country/region)

III. PROJECT DESCRIPTION

A. Project Components

20. This project will focus on strengthening national M&E systems, building local M&E capacity, generating and sharing M&E knowledge, and supporting the administrative and management capacity of the CLEAR SA center. In the grant's first year, CLEAR SA will primarily work in India, Bangladesh, and Indonesia. It will expand its work program in other South Asia countries in years two and three. The key project components of the program are:

COMPONENT 1: Strengthen a culture of evidence-based decision-making

21. Under this component will focus on strengthening M&E systems and capacities along with building strong partnerships with governments and local institutions. CLEAR SA will support national and sub-national governments as well as line ministries and other public institutions to strengthen M&E systems and use M&E in policy making. This will be done through employing a range of tools and services such as providing M&E diagnostics, delivering technical advisory services, conducting training workshops, advising on M&E and data policies, supporting state-run evaluations, mentoring M&E staff within government units and supporting government M&E champions. More specifically, CLEAR SA will:
a) **Provide Monitoring and Evaluation Systems Analysis (MESA) diagnostics in the selected countries** (India, Bangladesh and Indonesia for year one) to better understand strengths and weaknesses of the existing M&E systems and identify opportunities for capacity building. GEI's MESA tool allows collecting baseline as to what are the national M&E systems and capacities, and identifies priority entry points to strengthen national/subnational M&E capacities in consultation with the government and local stakeholders. Through this tool, CLEAR SA will work with the government partner to conduct the

diagnostic, analyze national systems and capacities per MESA core indicators, share knowledge about good practices in the field and suggest going forward opportunities to further strengthen such capacities. CLEAR SA will publish MESAs for wide public use. Internally, MESAs will support tracking progress and informing ECD capacity building strategies.

b) **Support strengthening national M&E systems in India.** CLEAR SA will work closely with the government and state institutions to strengthen national M&E systems and capacity. CLEAR SA will support the work of the DMEO and provide evaluation policy advice and technical assistance to strengthen national evaluation policy, capacities, and processes. Some specific activities include the following:

    I.   Develop thematic toolkits for indicators in the health and education sectors under the Ministry of Finance's Output Outcome Monitoring Framework

    II.   Support development of M&E competencies and curriculum for public officials at central/state level in India

    III.   Develop toolkits, case-study briefs, curricula and other needed resources on access, quality and use of administrative data for central and state government institutions.

c) **Support to State Governments in India.** At the sub-national level, CLEAR SA has been working to build the capacity of state governments in India to conduct rigorous M&E activities and promote the use of evidence in policymaking. For example, leveraging J-PAL SA's institutional partnership with the state government of Tamil Nadu, CLEAR SA has developed and executed a multi-pronged, customized capacity-building strategy and successfully engaged with multiple levels of government to build capabilities across domains, using customized workshops, hands-on training, and advisory. CLEAR SA builds up on J-PAL SA's partnerships with the Governments of Haryana, Odisha, Punjab, and Tamil Nadu, as these states are pioneering impact evaluations and are interested in strengthening state M&E systems. CLEAR SA will continue working with these state governments as well as explore engagements in new states to institutionalize and strengthen monitoring and evaluation systems. CLEAR SA will:

    I.   Conduct M&E capacity building workshops on commissioning evaluations, data collection, data visualization and report writing for Government of Odisha, Punjab and Tamil Nadu

    II.   Conduct sub-national M&E diagnostics and advise state governments on M&E strengthening.

    III.   Provide technical advice and training services to the Poverty and Human Development Monitoring Agency (PHDMA)of the Government of Odisha to undertake and commission evaluations in the area of poverty reduction.

    IV.   Provide technical advice and training services to Haryana's Health Service Providers with an objective to improve the state government's health information systems and the quality of data collected

d) **Support to Government of Bangladesh.** CLEAR SA will partner with IPA Bangladesh and support government units to strengthen their units with qualified M&E experts. One of the modalities that IPA and CLEAR will test is to support government institutions to host a M&E expert from IPA for a period of up to 6 months who will lead M&E activities and train colleagues on the job. CLEAR SA and IPA intend to work with two pilot government departments which are willing to host M&E experts and champion M&E activities within their institutions: Aspire to Innovate (a2i): an influential government program that works across ministries to simplify delivery of public services through technological innovation, and the Department of Education. CLEAR SA and IPA will support the two institutions to improve M&E frameworks and systems, collect and analyze data, and use evidence for effective decision making. The partnership between CLEAR SA and IPA Bangladesh emerged from successful collaborations in the past. CLEAR SA and IPA will test this "Embedded Evidence Units approach"

modality and replicate it in other institutions and countries if proved successful.

e) **Support to the Government of Indonesia.** CLEAR SA will partner with J-PAL Southeast Asia (J-PAL SEA) to support M&E systems strengthening in Indonesia and build upon J-PAL's existing partnerships with provincial governments, the Ministry of Education, and the National Development Planning Ministry (Bappenas). These institutions want to strengthen their internal M&E systems as they partner with J-PAL Southeast Asia to conduct impact evaluations. CLEAR SA will support this by providing MESA diagnostics as background assessments, and provide ECD services to strengthen M&E frameworks and data collection capacities at provincial and national levels.

COMPONENT 2: Strengthen local M&E capacity

22. **This component will contribute to building a critical mass of local M&E professionals who can provide M&E services ranging from performing evaluations to providing technical inputs to the design of M&E systems.** The focus is on enhancing capabilities of individuals (including M&E specialists, evaluators, and government officials) and institutions from public, academic, and non-governmental sectors, creating a supply of well-trained M&E practitioners who can conduct evaluations and manage M&E systems. CLEAR SA will also promote synergies among partners to enhance training offerings and opportunities that are informed by and relevant to local contexts. More specifically, under this component, CLEAR SA will:

a) **Conduct M&E training workshops for senior civil servants** at the Lal Bahadur Shastri National Academy of Administration (LBSNAA). CLEAR SA has built strategic partnership with the academy to train India's civil servants, and its offerings will focus on M&E needs in the public sector and equips civil servants with skills to commission and use evaluations for decision making.

b) **Deliver the Evaluating Social Programs (ESP) course and the Measurement and Survey Design Course (MSDC) -two of CLEAR SA flagship open courses**. The ESP course provides an in-depth look at how evidence can inform policies and helps participants understand how to design and implement an impact evaluation, with a focus on the use of evaluation findings. The MSDC is an introductory course that provides a step-by-step introduction to basic concepts of measurement theory and quantitative survey design. These training courses are designed for employees of public institutions and M&E professionals

c) **Provide customized M&E training workshops** to train participants in high demand topics such as i) mainstreaming gender in M&E, ii) M&E in energy, environment, and climate change, iii) M&E for the SDGs, iv) use of administrative data, and v) how to commission evaluations. These training courses are for civil servants and M&E professionals.

d) **Support implementation of the Research for Impact (RFI) training**, which enables South Asian PhD students to conduct evaluation studies in the region and be mentored by experienced evaluators. This training will equip young development researchers with the theoretical knowledge and practical skills necessary to design and implement high quality evaluations.

e) **Support the regional delivery of GEI flagship training programs** such as the Program in Rural Monitoring and Evaluation (PRiME), IPDET , and others. These trainings are provided by other implementing partners of GEI and they have technical comparative advantage to do so. CLEAR SA will help to organize these trainings regionally and collaborate in co-teaching the selected units.

COMPONENT 3: M&E knowledge generating and dissemination

23. **Activities under this component will focus on creating and disseminating M&E knowledge from CLEAR SA's ECD activities.** CLEAR SA will work both independently and in collaboration with other GEI partners to develop

knowledge products such as handbooks, white papers, and toolkits. CLEAR SA will focus on timely M&E topics such as monitoring, best practices in data access, quality and use of M&E, monitoring frameworks, and others. More specifically, the center will:

a) **Produce publications:** CLEAR SA will develop a variety of publications and training modules to advance M&E knowledge in the region and globally. The focus of the publications will be on gender M&E methodologies, national and subnational M&E systems, SDGs related evaluations and climate change. CLEAR SA will also produce GEI case studies and country M&E briefs.

b) **Organize regular knowledge-sharing events and webinars** in the region on best practices in M&E. The topics for these events will be both method-specific (e.g., qualitative methods, mixed-methods, participatory approaches, collecting data for scale-ups, etc.) as well as theme-specific (e.g., gender, climate, food security and nutrition, enabling youth transition to work, etc.), leveraging CLEAR SA's M&E expertise and its host institution J-PAL's evaluative evidence insights across several sectors.

c) **Convening gLocal events in South Asia.** CLEAR SA has been convening the gLocal Evaluation Week in South Asia since 2019 and will continue to strengthen gLocal's brand in the South Asia evaluation and policy community.

d) **Disseminate knowledge at global conferences.** CLEAR SA will also continue presenting at key M&E events such as the 3ie Evidence Week, the Community of Evaluators' Evaluation Conclave, the DMEO National M&E conference, the Evaluation Community of India's Evalfest, and the Asian Evaluation Week.

COMPONENT 4: CLEAR SA Center development, monitoring and evaluation

24. Component 4 aims to strengthen the internal capacity and program management of CLEAR SA. This includes ensuring that CLEAR SA is adequately staffed and has adequate management and administrative capacity. CLEAR SA plans to gain more visibility among strategic stakeholders in Asia through improved networks and communications. In order to meet these objectives, CLEAR SA will:

a) **Provide internal capacity building activities and training**, which will help to develop CLEAR SA's management, FM, procurement, and other professional capacities.

b) **Collect and report systematic electronic information** on its operations and provide quarterly monitoring data and annual reports to the GEI.

c) **Track learning outcome** through using rigorous qualitative and quantitative methods, including conducting tracer and follow-up surveys to track learning outcomes and longer-term impacts for key clients.

B. Project Cost and Financing

Project Components	Project cost	Trust Funds	Counterpart Funding
Total Costs	USD 3,218,128	USD 852,516	USD 3,218,128

Total Project Costs	USD 3,218,128
Total Financing Required	USD 2,365,612

The grant envisions retroactive financing is up to US$67,046, (less than 5% of the total) from July 1, 2021.

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

25. CLEAR SA is a monitoring and evaluation capacity building organization hosted by J-PAL South Asia (JPSA) and housed at the Institute for Financial Management and Research (IFMR). Since 2011, CLEAR SA was selected competitively by a group of donors and the World Bank to implement the CLEAR strategy in South Asia. During the first ten years of its operations, CLEAR SA benefited from support from the CLEAR Multi-Donor Trust Fund [2] with a series of grants that allowed it to establish itself as a key player in the ECD ecosystem in South Asia. This grant supports the expansion of CLEAR SA programs in the region in alignment with the strategic objectives of GEI. As of 2021, CLEAR SA has 14 staff members, whose expertise comprises public sector governance and M&E; M&E capacity building; evaluations systems monitoring; monitoring, evaluation, research, and learning (MERL); M&E results frameworks; finance and administration; and marketing and communications. The Center is governed within the rules and regulations of the IFRM, and the World Bank's rules and regulations apply to the grant.

26. The institutional and implementation arrangements for CLEAR SA are governed by the Institute for Financial Management and Research (IFMR). The employment of staff and consultants are procured by applying the policies and procedures as outlined by the World Bank. The legal office situated within the university ensures that all policies and procedures of (IFMR) applied under the project in the procurement of consultants and the employment of staff are consistent with the World Bank Procurement Regulations for Investment Financing borrowers. CLEAR SA's Staffing Plan is approved by CLEAR SA Management based on Terms of References (TORs).

27. CLEAR SA will develop formal partnerships to support M&E capacity building in the region and Indonesia. Partnering in the CLEAR project takes place through formal agreements. To provide M&E services outside of India, CLEAR SA, represented by IFRM as a legal entity will sign service contracts with selected consultants and firms. CLEAR SA prioritizes to work with universities and NGOs committed to strengthening evidence-based policymaking culture and providing M&E services.

28. 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

29. This grant's theory of change builds upon GEI's overall vision on how countries transform their practices and cultures by improving systems, policies, and practices for commissioning evaluations, conducting M&E and using evidence in policy making. Training public servants in M&E, strengthening the capacity of local M&E professionals and creating and disseminating evaluation knowledge "*glocally*" are also in the heart of this vision

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[2] Multi Donor Trust Fund for Regional Centers for learning on Evaluation and Results (TF071407).

(annex 3). CLEAR SA program objectives and result indicators are aligned closely with the overall GEI program objective and indicators. This way, it also informs GEI's overall programmatic achievement.

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

C. Sustainability

31. CLEAR SA works towards contributing to culture and system change in a way that policies are based on evidence and data. This is a public good and GEI donors recognize the importance to support the financial sustainability of the CLEAR center in the next years. CLEAR SA aims to make a sustainable progress in the field by phasing its initiatives and building sustainable partnerships with the country governments. An initial phase of engagement often starts with a client request for technical advisory services, workshops or training and are used to inform longer term engagement with the strategic client. The SA team will also use MESA diagnostics to provide a baseline understanding of where countries and subnational systems are in terms of M&E capacities, and inform capacity building strategies on how to strengthen national M&E systems and capacities in a phased and sustainable manner.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

Overall risk for this project is **Moderate.**

VI. APPRAISAL SUMMARY

32. Financial Management: The project will be implemented by JPAL-IFMR and its financial management function is centralized in Chennai. SAP ERP accounting system is used by IFMR and is considered adequate for recording financial transactions and for generating reports for financial disclosure requirement under the project. A separate book of accounts will be opened to records financial activities of this project. The FM arrangements have been assessed to be adequate to account for and report on the project expenditures under the grant. The FM risk of the project is assessed as Low (annex 4).

33. Budget, disbursements, and audit: The Annual Budget is prepared by the Finance unit, and the same is discussed with the IFMR core members and all project team members. The applicable disbursement method will be reimbursement (in USD) under this grant. IFMR will first make expenditure from their own funds and

subsequently claim reimbursement from the Bank. In future, if they prefer to change from reimbursement to advance disbursement mode, then JPAL-IFMR will open a separate bank account in USD currency and grant funds will be transferred into a separate designated project specific bank account. This account will be used for depositing the receipt of the grant and for making payments for eligible project expenditure. Interim Unaudited Financial Reports (IUFR) is used to report the expenditure (in INR) incurred under the project and will also use as the basis for the project reporting, financial monitoring, and the disbursement. The project will submit unaudited Interim Unaudited Financial Reports on a quarterly basis to the World Bank within 45 days after the end of the quarter. All the existing financial internal controls are applicable for the expenditures incurred under the project.

34. Annual audit for the project will be conducted by a firm of chartered accountants empaneled with the C&AG (Comptroller and Auditor General), which will be selected through a competitive process as per Bank procurement procedures. The terms of reference of the audit will be agreed with the World Bank. The audit report will be submitted within six months from the end of the financial year (i.e., 30th September).

35. Procurement. All procurement to be financed under the project will be carried out in accordance with the World Bank Procurement Regulations for Investment Project Financing Borrowers (dated July 2016, revised November 2017, August 2018 and November 2020) and the provisions stipulated in the Legal and Project Agreements. Project procurement will be carried out by the CLEAR Implementing Agency (IA) i.e. JPAL - IFMR. Project implementation will be carried out in accordance with the 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants', dated July 1, 2016 (Anticorruption Guidelines). Majority of the procurement is hiring of consultancy – mainly the Consultancy in Bangladesh and Indonesia which is on Single Source basis – to support project implementation.

36. Procurement capacity and risk assessments were carried out to review the CLEAR organizational structure for implementing the project and the interaction between the project's staff responsible for procurement duties and management of the University. The Project has developed a Project Procurement Strategy for Development (which includes a procurement plan) which has identified that there is a low number of procurements to be done under the project which are mainly a repetition of the types of contracts done in the past. The Team is familiar with World Bank Procurement procedures. Based on the assessment and taking note of the role and responsibility of the IA for procurement, the procurement risk rating is assessed as Moderate. The World Bank will provide the support and training as needed.

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

A. Legal Operational Policies

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

B. Environmental and Social

38. The project is focusing on capacity building in monitoring and evaluation. The project activities are limited to the design of M&E training materials, diagnostic and situational analyses, research, production of knowledge products, curriculum development, advisory support in M&E system development and strengthening, assistance in knowledge sharing and dissemination, delivery of online and possible onsite training as well as the organization of learning workshops and events. There are no civil works or equipment procurement involved. These activities are not expected to have adverse environmental and social impacts. The capacity-building efforts will have indirect positive environmental and social impacts by supporting the strengthening, monitoring, and evaluation capacity in the beneficiary countries over natural resources, protected areas, forests, and a range of ecosystems, social impact mitigation, as well as management of (global) environmental issues such as climate change, pollution, waste, and degradation of natural systems.

39. The project activities are not expected to incur significant adverse social impacts and risks. There could be risks associated with labor and sexual harassment and discrimination risks among the project delivery teams, 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. The key stakeholders involved here include CLEAR SA project staff, potential partner organizations in South Asia and Indonesia, the trainers of virtual and possible future on-site workshops, as well as the potential beneficiary participants in various project events from the participating countries. 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. The project is not expected to incur significant stakeholder risks. The grant envisions retroactive financing up to US$67,046, (less than 5% of the total) from July 1, 2021. The relevant expenditure-related activities will be reviewed against the risk assessment and any required mitigation measures in line with relevant ESSs as reflected in the ESCP. If the review identifies any issues of non-compliance, CLEAR SA will take necessary actions to address them for compliance with relevant ESSs.

40. An appraisal stage ESRS is also not required. Since no significant environmental social impacts and risks are expected from the grant activities, the recipient is not expected to conduct further analyses than the one carried in this ESRS or prepare any free-standing instruments to manage the environmental social impacts and risks.

VII.   World Bank Grievance Redress

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

on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

VII. RESULTS FRAMEWORK AND MONITORING

Results Framework
COUNTRY : South Asia
Monitoring and Evaluation capacity building in South Asia

Project Development Objectives

 The project's specific development objective is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in South Asia and Indonesia. In doing so, the project will seek to build partnerships with existing ECD providers to generate synergies.

This project aims to contribute to the higher-level development of 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	10.00	Annually	Presence of draft policies, strategies and/or plans	CLEAR SA
Description: This indicator measures the number of policies; strategies, and or plans supported by the grants.							

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired		Percentage	50.00	75.00	Measured by end of training courses or workshops and reported every 6 months.	CLEAR SA monitoring tool	CLEAR SA

Description: This indicator measures the proportion of participants providing positive feedback on training relevance, quality and knowledge.

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Expanded institutional, thematic, or geographic coverage through new or existing partnerships		Number	0.00	5.00	Annually	MOUs, parternship agreements, joins activities	CLEAR SA

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
Name: % of CLEAR SA Center advisory clients who rate the extent to which the overall performance of their organization/unit/		Percentage	50.00	60.00	Annually	feedback forms	CLEAR SA

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
program has improved as a result of CLEAR Center services high or significant, as							

Description: This indicator indicates how clients measure CLEAR's contribution to the performance of their organization/unit/program

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Number of technical and advisory outputs produced for partners and clients by CLEAR SA (e.g. MESA diagnostics, M&E capacity building plans, policy statements, briefing notes, manuals, and agendas or o		Number	0.00	20.00			

Description:

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by CLEAR SA as a result of activities carried out		Number	0.00	10.00	Annual	Presence of draft and finalized outs (plans, policies, manuals and agendas).	CLEAR SA

Description: This indicator measures the number of technical outputs produced for partners by CLEAR SA.

Indicator Name	Corporate	Unit of Measure	Baseline	End Target	Frequency	Data Source / Methodology	Responsibility for Data Collection
Name: Number of individuals attending knowledge sharing events (disaggregated by gender/country/region)		Amount(USD)	0.00	400.00	Annual	Attendance registries	CLEAR SA

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

Indicator Name	Baseline	End Target
Number of policies, strategies and/or plans supported by/contributed to by this grant	0.00	10.00
Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired	50.00	75.00
Expanded institutional, thematic, or geographic coverage through new or existing partnerships	0.00	5.00

Intermediate Results Indicators

Indicator Name	Baseline	End Target
% of CLEAR SA Center advisory clients who rate the extent to which the overall performance of their organization/unit/ program has improved as a result of CLEAR Center services high or significant, as	50.00	60.00
Number of technical and advisory outputs produced for partners and clients by CLEAR SA (e.g. MESA diagnostics, M&E capacity building plans, policy statements, briefing notes, manuals, and agendas or o	0.00	20.00
Number of requests for further engagement [e.g. trainings, advisory, workshops etc.] received by CLEAR SA as a result of activities carried out	0.00	10.00
Number of individuals attending knowledge sharing events (disaggregated by gender/country/region)	0.00	400.00

Annexes

ANNEX 1: COUNTRY CONTEXT AND M&E CAPACITY

1.   India

The Planning Commission was set up in India in 1950, with the Prime Minister as its chairman for formulating India's Five-Year Plans. The Indian Evaluation Office (IEO) was formally set up in 2013 to develop an agenda for national evaluation. By sharing lessons learned in Mexico, CLEAR SA played an early supportive role in IEO's establishment. Subsequently, in 2014 the Planning Commission was reorganized and renamed as the National Institute for Transforming India (NITI) Aayog, with a mandate to commission more independent evaluation activities through the Program Evaluation Office (PEO). The Development, Monitoring and Evaluation Office (DMEO) was set up as an attached office under NITI Aayog in 2015 by merging the former PEO and IEO. At the national level, DMEO functions as the apex M&E body in India and is responsible for driving evidence-based policy making by monitoring and evaluating government policies and programs and strengthening the M&E ecosystem in India.

The Indian government has recently undertaken a number of initiatives to strengthen the country's M&E systems and aims to move towards a results-based framework that is based on efficient planning and transparency. The Department of Expenditure (DoE) has mandated the evaluation of centrally sponsored schemes and central sector schemes for the rationalization of their budgets and to consider continuation of these schemes. The line ministries are also encouraged to undertake evaluations of their flagship schemes.

In addition to these institutional developments, the Government of India has committed to training the Indian Administrative Service (IAS) officials who are responsible for budgetary and financial matters and policy formulation and implementation and the Indian Economic Service (IES) officers who work on economic analysis and provide policy advice. Recently, the central government rolled out an ambitious reform initiative for the Indian bureaucracy. Mission Karmayogi' or the National Programme for Civil Services Capacity Building (NPCSCB) aims to provide capacity building for the civil servants through institutional and process reforms. As part of these large-scale reforms, NPCSCB aims to introduce an online platform, known as the Integrated Government Online Training platform (iGOT), which seeks to provide competency-oriented learning opportunities to all government officers across the Indian civil services. These reform measures provide an excellent opportunity for CLEAR SA to build M&E competencies of policymakers at different levels of government.

The Department of Personnel and Training (DoPT) at the federal level is responsible for providing training oversight to all public officials in India with the aim of offering long-term, flexible skill building opportunities to Indian policymakers. The Lal Bahadur Shastri National Academy of Administration (LBSNAA), established in 1958, is a premier civil service training institution on public policy in India. The institute trains civil servants of the IAS cadre, as well as conducts the Foundation Course for Group A Central Civil Servants.

However, several ministries and departments at the central and state level continue to view evaluations conservatively. They view evaluation as an accountability mechanism instead of a learning process. States prefer creating ad hoc evaluation units at the program-level or conducting evaluations through a limited set of research institutions without establishing any quality assurance measures. Karnataka is the only state in India

that has a well-developed M&E system led by a specialized evaluation authority called the Karnataka Evaluation Authority. The state also has its own evaluation policy, although it is still missing at the central level.

However, there is demand for ECD services. Several central government ministries and state departments have expressed a strong interest in building M&E systems and are keen to improve institutional capacity for evidence-based decision making.

2.   Sri Lanka

The M&E system in Sri Lanka, also known as Managing for Development Results (MfDR), is new and emerging. It originated in the early 1990s with the support from international partners. It is now approved as a government policy and includes key stakeholders including the President's Office, the Ministry of Plan Implementation (MPI), and Ministry of Finance and Planning (MoFP). Additionally, in 2018, Sri Lanka became the first country in the region to develop a National Evaluation Policy.

In Sri Lanka, MPI is in charge of performance monitoring, while its evaluation arm, the Department of Foreign Aid and Budget Monitoring (DFABM), provides technical assistance on evaluation matters. DFABM is also responsible for undertaking rigorous ex-poste impact evaluations on selected flagship projects. Together, they promote the Results-based Monitoring and Evaluation System (RBME) in the country.

As part of RBME, there is a scorecard/report card for each line ministry, which is managed by MPI. The customized scorecards for ministries are displayed on an interactive dashboard which flags ministries that are unable to meet their targets. Additionally, there are performance agreements between MoFP and line ministries; MoFP sets realistic targets for ministries so that they can be held accountable for their scorecard.

However, the M&E system is still weak, with poor quality data and evaluations, and there is demand for improved capacities for implementation and utilization of M&E in the government.

3.   Nepal

Nepal's eighth 5-year plan (1992-1997) highlighted the need to set up strong M&E frameworks for development projects. By the thirteenth plan (2013-2016), the government issued M&E policy guidelines, acknowledging that M&E is essential for policy making, and developed M&E guidelines. M&E in Nepal is structured as a three-tier institutional set up. At the top is the National Development Action Committee (NDAC), led by the Prime Minister, which tries to coordinate inter-ministerial relations. The Central Monitoring and Evaluation Division (CMED) under the National Planning Commission (NPC) functions as the secretariat of the NPC.

Nepal's National Planning Commission is actively working on institutionalizing results-based management approaches and including M&E in all stages of the project planning and management cycle. To achieve this, NPC has instituted policy and results matrices for all departments and ministries. The government has also set up a Poverty Monitoring and Analysis System (PMAS) and Public Expenditure Tracking Surveys (PETS).

Additionally, the government has instituted a Project for Strengthening the Monitoring and Evaluation System in Nepal (with funding from international donors) to strengthen M&E capacity and coordinate with the National Planning Commission and government ministries.

However, the implementation of evaluations and use of evidence remains limited. There is a need to strengthen political will and improve institutional capacity in the country.

4.   Bangladesh

In Bangladesh, the use of M&E within government systems can be traced back to 1975, when the Project Implementation Bureau (PIB) was established under the Office of the President to manage development projects that received international grants. The office was upgraded to an individual division in 1977 and renamed the Project Monitoring Division (PMD). In 1982, it was renamed the Implementation Monitoring and Evaluation Division (IMED). IMED is based under the Ministry of Planning and has been tasked with M&E of public sector development projects and with providing project implementation support to all ministries/divisions through a central management information system. It reports the progress of implementation of these public sector development projects to the National Economic Council. Additionally, IMED is responsible for tracking performance and achievements towards Bangladesh's Annual Development Plans. Though IMED's core mandate revolves around monitoring and expenditure tracking, there is a growing emphasis on results-based M&E (RBM&E), thus highlighting the need for developing capacity on M&E and evidence-based decision-making at all stages of the policy cycle. The sixth five-year plan (2011-2015) emphasized the need to introduce a results based M&E framework in the government. In line with the five-year plans, the IMED has developed an internal strategy to establish RBM&E system in the country.

5.   Indonesia

Indonesia's apex planning institution, the National Development Planning Agency (also known as BAPPENAS) was established in 1947. BAPPENAS's role has evolved from developing five-year plans and overseeing their implementation to institutionalizing M&E in Indonesia. In 1994, the agency supported a steering committee to assess the country's evaluation framework and conducted an internal diagnostic study to identify gaps in the evaluation capacity of 30 government institutions (The World Bank IEG). They obtained financial support for this through the World Bank's Institutional Development Fund (IDF) grant.

As of 2012, most government institutions in Indonesia had a structured M&E system in place. At present, one of the key functions of BAPPENAS in Indonesia is to build policies based on past evidence and knowledge with an emphasis on performance-based planning and budgeting. In their 2016-19 strategy document, the agency also highlighted the need for adopting technology in planning, monitoring, and evaluation. Further, they recognize inadequate internal capacity and evaluation expertise as a key challenge in conducting high quality evaluations.

Other government institutions have also taken initiatives to improve their M&E capacities in the country. However, despite continued efforts by the Government of Indonesia to develop M&E capacities, there is still an unaddressed need for strengthening knowledge on evidence generation, management, and use to effectively monitoring programs.

1. <u>Leveraging Online Learning to Build Capacity of Policy Makers on Evidence- Based Decision-Making (2020)</u>
    In 2019, CLEAR/J-PAL South Asia entered into a long-term partnership with the Department of Personnel and Training (the federal organization providing training oversight for all public officials in India), aiming to offer flexible skill-building opportunities to Indian policy makers through online courses on using data and evidence for decision-making.

    Through this collaboration, public officials across the country can access the J-PAL–Massachusetts Institute of Technology's online MicroMasters program in Data, Economics, and Development Policy at a subsidized rate. The response to the course offering has been extremely positive: 155 civil servants enrolled in the program, 97 completed it successfully in 2019–20.

    This collaboration reflects an appetite for online learning among the Indian civil services. Encouraged by the success of this collaboration and other initiatives, the Department of Personnel and Training is now undertaking large-scale reforms to introduce the Integrated Government Online Training platform, which seeks to provide competency-oriented learning opportunities to all government officers within the Indian civil services. As part of the platform's program management unit, J-PAL South Asia, with support from the Bill and Melinda Gates Foundation, is assisting these reforms through various roles, including setting up competency frameworks and building government training institutions' capacity on online adult education.

2. <u>CLEAR SA's Partnership with DMEO, NITI Aayog (2020)</u>
    In January 2020, we signed a two-year partnership with DMEO of NITI Aayog, a premier policy think tank of the government of India. DMEO is an attached office within NITI Aayog, established by the government in 2015 as an apex body with the aim to evaluate government programs and monitor India's progress on the SDGs. This is a strategically important partnership because it provides an excellent opportunity for CLEAR SA to achieve our twin goals of strengthening national institutions (SDG 16) and supporting national plans to implement the SDGs (SDG 17).

    CLEAR SA supports DMEO in strengthening the M&E capacities of state and central governments through capacity-building workshops for DMEO staff and collaboration to share evidence-based insights through toolkits, policy briefs, and technical advisory. To build the capacity of academic institutions in India, we jointly hosted a consultation session with senior faculty members from leading Indian academic institutions to build an encouraging M&E ecosystem for policy-relevant research by young researchers in India, particularly for impact evaluations. DMEO was also our key partner at this year's gLOCAL Evaluation Week.

Through this comprehensive support system, we have assisted DMEO in institutionalizing M&E use in decision-making. Positively, DMEO has expressed its interest to deepen our partnership further in the coming years.

3. Building the Capacity of Young Evaluators in India (2019)

    Local capacity for high quality and rigorous evaluation in South Asia remains a key area of need. While there are numerous avenues for local researchers to learn about statistics, economics, and secondary research, fewer opportunities exist for emerging researchers to focus on rigorous evaluation methods and primary quantitative data collection skills. In collaboration with J-PAL, our host institution, we developed the Research for Impact Fellowship to address this gap. This year, we welcomed the first cohort of eleven fellows, chosen through a highly competitive process. During the program, fellows will have the opportunity to complete an online course on designing and running randomized evaluations, support an ongoing J-PAL randomized evaluation, and attend an in-person training on measurement and quantitative survey design. The fellowship provides a unique opportunity to learn about randomized evaluations and we look forward to growing this program in the coming years.

4. Helping Local Governments Strengthen Evaluation Capacity (2019)

    The Government of Tamil Nadu, a state in southern India with a population of almost 68 million, operates a 24-hour, toll-free Women's Helpline to assist women affected by violence. The helpline, which refers women to the appropriate authorities and provides information on relevant support services and programs, received more than 100,000 calls in its first six months of operation. Initially, operators manually recorded call data in spreadsheets. The Commissionerate of Social Welfare, which operates the helpline, enlisted our support to build a more robust data collection and management system, and thus provide a stronger customer relationship function—in short, to help more people, more swiftly. Working closely with the Commissionerate, as a first step we developed standard formats to record information, and we are now working with our partner to integrate our recommendations on customer relationship management and data use into their system. Our ongoing partnership provides a solid foundation to continue this work in the coming year.

2. Institutionalizing Evidence-Informed Policy-Making in the State of Tamil Nadu (2018)

    In India, state officials play a critical role in advancing evidence-based policy-making Since 2014, we have leveraged an institutional partnership between the state of Tamil Nadu and J-PAL SA to cultivate a close working relationship with the state's primary evaluation institution, the Department of Evaluation and Applied Research (DEAR). DEAR commissions and conducts evaluations for various state departments and has the potential to play a pivotal role in informing government departments through research and evaluation. Its presence as a quasi-independent body signals the state's commitment to evidence-based policy-making.
    How CLEAR SA Helped

Through initial conversations and extensive needs assessments, we identified data collection and data quality as vital areas for improvement. We devised a multi-pronged comprehensive strategy that included
• Workshops to strengthen essential knowledge on monitoring, including Theory of Change framework, measurement theory, survey design, field data quality control, and digital data collection.
• Advisory services such as reviewing research methodologies
• Making actionable recommendations for 13 evaluations conducted by DEAR
• Supporting DEAR to prepare Request for Proposals, selection criteria, and grading templates, helping to institute a systematic selection process
• Supporting the development of an evaluation manual.
Since 2014, we have completed 14 workshops and provided more than 300 hours of advisory services to DEAR.

What Were the Outcomes

DEAR has improved its ability to collect data and assess its quality, present evaluation findings, and generate high-quality evidence, based on feedback from high-level officers during meetings and our own observations.

Why This Matters

DEAR is now better equipped to conduct its M&E responsibilities. Concrete intermediary outcomes to date include the following:
• Increased adoption of digital data collection methods. Digital data collection improves data quality, data transparency, and visibility, allowing for increased governance and risk-mitigation measures. With our support, DEAR recently made the switch from manual data collection to digital data collection. We have partnered with them at every step of this process—assisting the development of Terms of References to select a vendor for digital data collection software, conducting training on creating and revising questionnaires for digitization, and helping to establish a communication channel between DEAR staff and the vendor's programmers. The entire DEAR team welcomed this support and DEAR's former Director noted that CLEAR SA and J-PAL SA greatly facilitated DEAR's transition to digital data collection.
• Increase in dynamic ownership by DEAR staff. This fiscal year, there was an influx of new research associates in DEAR. We conducted workshops to train new hires on DEAR's evidence informed approach toward data management, evaluation, and research, and we expanded the program to include more field experience. This led to a significant improvement in participation and a marked increase in confidence among staff when staff shared their research methodologies with the state's major advisory boards.
• Improved capacity in other line departments. In a notable shift, DEAR staff are providing advice and inputs to other line departments on how to use evaluation commissioning materials developed by CLEAR SA (see immediately below). We anticipate that this willingness to adopt and share our technical advice will lead to the institutionalization of evidence use in Tamil Nadu.
• Commissioning support for high-quality data and evaluations. DEAR and now other departments have used the evaluation commissioning templates and process extensively. This is another indicator of the growing rigor that an emerging cadre of government officials are

adopting to improve evaluation efforts. Since its association with CLEAR SA, DEAR has successfully outsourced seven studies, raising the bar of evidence-informed policymaking in Tamil Nadu.

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 GEI's 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.
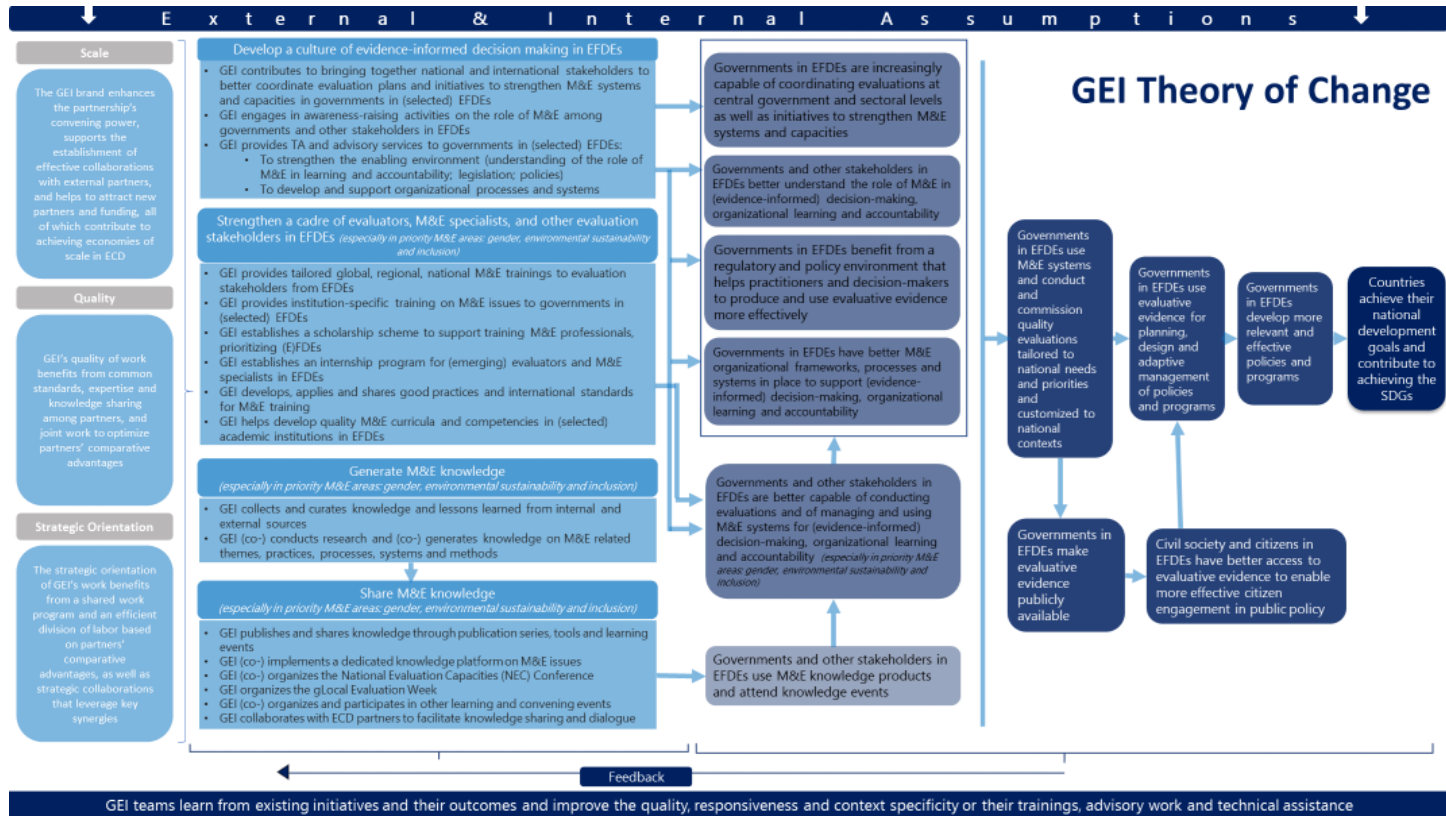
Financial Management Assessment -
Institute for Financial Management and Research (IFRM)
For
Monitoring and Evaluation Capacity Development in South Asia (P177159)

Implementation: CLEAR (Centers for Learning on Evaluation and Results) Initiative housed at IEG, goal is to contribute to strengthening the monitoring and evaluation (M&E) capacity of client countries. It provides grant funds to academic/training institutions in the regions to provide M&E capacity development (training and technical advice). CLEAR has selected Abdul Latif Jameel Poverty Action Lab, South Asia (JPAL South Asia) at the Institute for Financial Management and Research – (JPAL- IFMR) through a competitive process. JPAL- IFMR will be implementing activities in India and potentially in other countries in the region in the near future. J-PAL South Asia is a research center hosted within the Institute for Financial Management and Research (IFMR), which is registered under the Societies Registration Act XXI of 1860.

From a financial management perspective, IFMR, which is a registered society, will be responsible for financial management, i.e., entering contracts with partners, making payments, accounting & financial reporting (submission of quarterly IUFRs) and audit under the grant. JPAL- IFMR. JPAL-IFMR has been receiving World Bank Donor funded grants for the last 12 years and so far, implemented 3 WB TF funded projects till date, i.e., CLEAR-I (Centers for Learning on Evaluation and Results) TF099569 closed in 2012, CLEAR II (TF013008) closed in July 2015, CLEAR III TF0A2895 and TF0A7836 (Additional financing) closing on September 30, 2021.

Accounting: The financial management function is centralized in JPAL-IFMR in Chennai and field level projects operate on an imprest basis. SAP ERP accounting system is used by IFMR and is considered adequate for recording financial transactions and for generating reports for financial disclosure requirement under the project. A separate book of accounts will be opened to records financial activities of this project. Reconciliation of the bank book with the bank statement will be an essential control mechanism. Any advances paid will be classified as advances and will be charged for expenditure only upon the receipt of utilization certificates. IFMR follows the accounting standards issued by ICAI to the extant applicable to IFMR.

Budget and Fund flow: The Annual Budget is prepared by the Finance unit, and the same is discussed with the IFMR core members and all project team members. The applicable disbursement method will be reimbursement (in INR) under this grant. IFMR will first make expenditure from their own funds and subsequently claim reimbursement from the Bank. In future, if they prefer to change from reimbursement to advance disbursement mode, then JPAL-IFMR will open a separate bank account in USD currency and grant funds will be transferred into a separate designated project specific bank account. This account will be used for depositing the receipt of the grant and for making payments for eligible project expenditure.

DA advance will be based on forecast for two (2) quarters as provided in the Interim Unaudited Financial Report (IUFR)

Financial Reporting and Disbursements Interim Unaudited Financial Reports (IUFR) is used to report the expenditure (in INR) incurred under the project and will also use as the basis for the project reporting, financial monitoring, and the disbursement. The IUFR will be submitted on a quarterly basis within 45 days from the end of each quarter to the bank. (In case of advance mode, the audit report will submit IUFR along with the bank and reconciliation statement). The IUFR format will provide expenditure details component/category with post/prior contract details. IUFR will reflect only eligible actual project expenditure as per the Grant agreement, no advances or commitments made will/can be claimed as expenditure.

Internal Controls: All the existing financial controls are applicable to the expenditures incurred under the project. All payments will be approved/ vetted in accordance with the schedule of powers as stated in the Financial Manual of JPAP-IFMR.

Staff: The Finance and Accounts wing is headed by the Director of Finance, reporting to the president. The director of Finance is supported by Finance Manager. Overall, the IFMR budget is managed by the Finance Manager under direct supervision of the Director of Finance.

External Audit: Annual audit for the project will be conducted by a firm of chartered accountants empaneled with the C&AG (Comptroller and Auditor General), which will be selected through a competitive process as per Bank procurement procedures. The terms of reference of the audit will be agreed with the World Bank. The audit report would consist of: (i) audit opinion; (ii) consolidated Project Financial Statements along with implementing agency wise financial statement; and (iii) Management letter highlighting weaknesses, if any. In accordance with the World Bank Access to information, annual financial statements of the project will be disclosed on the website of the organisation and the bank.

The audit report will be submitted within six months from the end of the financial year (i.e., 30th September). If the IFMR proposes to change the auditors during project implementation, it will share the TOR of the proposed auditor with the Bank for the clearance.

Implementing Agency	Audit	Auditors	Audit Date
IFMR	Grant Audit report including designated Account	Firm of Chartered Accountants	March 31, each year; report to be submitted latest by September 30.

Institution Fee and JPAL staff salaries: In line with its existing arrangements, IFMR levies an institutional fee on JPAL for common support services including rent and office costs, administrative and institutional support. Any such costs attributable to the CLEAR grant will not be reimbursed under the grant and will be met by JPAL from its own sources. However, additional fee payable to the auditors for the grant will be eligible for reimbursement.

Existing JPAL-IFMR specialized/technical staff salaries who may be deputed under the project, their salaries will be eligible for reimbursement only after clearance from the legal team with a conditional payment clause in the grant agreement.

Conclusions: Based on the above arrangements, JPAL-IFMR has adequate capacity to account for and report on the project expenditures and meets the FM requirement.

Supervision: The supervision will be limited to annual supervision as the risk level is low. This would require more desk review rather than field supervision. Further, if any future requirements arise in the field to strengthen the FM/reporting arrangements then field visits would be carried out based on the facts and issues.

Risk Rating:

Risk	Risk Rating	Risk Mitigation Measures	Residual Risk
Inherent Risk			
Country Level	N.A		N.A
Entity Level	Low		Low
Project Level	Low		Low
Overall Inherent Risk: Moderate			
Control Risk			
Budgeting	Low		Low
Accounting	Low		low
Internal Control	Low		Low
Funds Flow	Low		Low
Financial Reporting	Low		low
Auditing	Low		Low
Overall Control Risk: Low			
Overall FM Risk: Low			