



Project Information Document/ Identification/Concept Stage (PID)

Concept Stage | Date Prepared/Updated: 29-Sep-2021 | Report No: PIDC249728



BASIC INFORMATION

A. Basic Project Data

Project ID	Parent Project ID (if any)	Environmental and Social Risk Classification	Project Name
P177237		Low	ENAP Global Action for Capacity-building in Monitoring and Evaluation
Region	Country	Date PID Prepared	Estimated Date of Approval
OTHER	World	29-Sep-2021	
Financing Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing	Ecole Nationale d'Administration Publique (ENAP)	Ecole Nationale d'Administration Publique	

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PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	0.77
Total Financing	0.25
Financing Gap	0.52

DETAILS

Non-World Bank Group Financing

Trust Funds	0.25
Global Evaluation Initiative Multi-Donor Trust Fund	0.25

B. Introduction and Context

Country Context

Effective M&E systems are essential to effective public policy making. They enable institutions to assess the effectiveness of policy decisions and programs, monitor progress towards national goals and the Sustainable Development Goals (SDGs), and course correct as needed to accelerate progress. They also enhance public accountability for results and provide opportunities for dialogue between citizen and public institutions. The 2015 Evaluation Year, along with the UN General Assembly’s adoption of the Agenda 2030 and the SDGs,



strengthened the movement towards increased governmental awareness and interest in evaluation while raising expectations about the pace of M&E capacity development at national levels. A strong demand for individual evaluation training and capacity development emerged from this movement and important steps have been made towards the institutionalization of evaluation, although progress varies between countries.

As the implications of the Covid-19 pandemic are felt around the world – with the poverty rate in West and Central Africa increasing almost three percent in 2020[1] – strong monitoring and evaluation (M&E) systems supporting evidence-based policymaking are needed now more than ever before. To define effective policies to fight the disease, limit its socio-economic repercussions, and help societies build back better post-pandemic, governments will need relevant data to plan, allocate resources, and track progress to improve their ability to measure the impact of policies and adjust those policies based on such evaluations.

However, in many developing and emerging economies, M&E systems are underdeveloped and are not sufficiently institutionalized, and capabilities to provide quality M&E services are insufficient. A recent study by the Global Partnership for Effective Development Cooperation (GPEDC) showed that, while 91 percent of national development strategies approved after 2015 explicitly refer to the 2030 Agenda and the SDGs, only 35 percent of them have the required data and systems to track implementation. In many countries, this stems from the lack of a conducive legal and regulatory environment to create demand for M&E services on the part of public institutions; insufficient capabilities to procure, provide, and use evaluations; weak accountability mechanisms on the use of evidence and results; and weak frameworks to institutionalize the use of M&E in decision-making.

As a response to these pressures, many countries across the world, including in Francophone Africa and in the MENA region, have increased their interest and demand for M&E in recent years, which the École nationale d'administration publique (ENAP) is well positioned to serve. Indeed, there is a continued need for evaluation capacity development (ECD) across the world through capacity building programs such as the ones developed by ENAP. Such programs are critical to bringing global expertise and local best practices together, so that key stakeholders in evaluation have the opportunity to develop skillsets in evaluation that can be leveraged in their in-country work. With its long-standing experience in providing ECD services globally, in French and now also in Arabic, and its reputation for excellence, ENAP is perfectly positioned to support evaluation stakeholders better understand and use evaluation for policy and decision making and to contribute to the strengthening of the capacities of M&E systems and practitioners in the Francophone Africa and the Middle East and North Africa (MENA) regions.

Since 2010, many countries in the MENA region have been affected by an unprecedented wave of political transitions and social uprisings. A key driver of the Arab Spring was an increasing and widespread dissatisfaction with the quality of life in the region, including limited formal employment opportunities, poor quality of public services, and a lack of public accountability.[2] In this context, the development and strengthening of M&E systems and capacities of both public actors and local M&E stakeholders is particularly important. M&E functions play an essential role in improving service delivery, enhancing accountability of public institutions, fostering good governance, and rebuilding citizens' trust in government.



Countries in Francophone Africa also face an urgent need for stronger M&E systems and frameworks, as the region faces multifaceted, wide-reaching challenges. Such challenges include but are not limited to conflict and violence, gender disparities, food insecurity, and climate change. These challenges have been accentuated by the Covid-19 pandemic, which will likely result in heavy economic and social cost for countries in the region. The pandemic threatens to push up to 40 million people into extreme poverty in Sub-Saharan Africa alone.[3] As a result, the need for good governance and evidence-informed public policies is critical to ensure better development outcomes for all. Stronger M&E systems will enable governments throughout Francophone Africa to make institutions more efficient, accountable, and ready to help communities build back better post-pandemic.

Despite persisting barriers to the institutionalization of M&E, the MENA region has seen a growing interest in M&E overall. For instance, the 2012 launch of the Middle East and North Africa Evaluators Network (EvalMENA) galvanized M&E professionals at the regional level. Further, national evaluation associations (including the Moroccan Evaluation Association, the Palestinian Evaluation Association, the Jordan Evaluation Association, the Tunisian Evaluation Association, the Lebanese Evaluation Association, and the Egyptian Development Evaluation Network) have been established to promote evaluation throughout the region and create communities of practice for MENA-based evaluation professionals.

The Francophone Africa region also witnessed a growing demand for the use of evidence in decision and policy making. Many administrations in the region have demonstrated an increasing awareness and interest in evaluation and its use in policymaking as well as in evidence-based decision making. Some countries made progress in institutionalizing evaluation through laws and regulatory frameworks, while civil society played an increasingly important role in supporting the professionalization of evaluation and building evaluation capacity. Lastly, recent Francophone or bilingual evaluation events have enabled Francophone evaluators and leaders from different countries to connect and share knowledge to address common challenges. For example, the *Forum Francophone de l'évaluation* (FIFE) (Dakar 2014, Marrakech 2016, Ouagadougou 2019) and the AFREA conferences (Yaounde 2014, Kampala 2017, Abidjan 2020) have greatly contributed to the sustained interest in the institutionalization of evaluation in Francophone Africa.

With the post-pandemic push towards a better and more resilient recovery, much work remains to be done to support North African and MENA governments' recognition and formalization of the use of evaluation in decision-making. In general, national capacities to support the institutionalization of evaluation remain weak, and while there are many similarities across the countries in these two regions, they also have heterogeneous economic, cultural, and political contexts in which the demand for greater accountability varies widely. In a part of the world undergoing deep transformation and facing multiple, interconnected crises – including sanitary, geopolitical, economic, humanitarian, migratory, etc. – the development and strengthening of M&E systems and capacities of both public actors and local M&E stakeholders are crucial factors in the achievement of national development goals and the SDGs. As such, awareness building, advocacy efforts, and the training of M&E stakeholders at all levels are needed now more than ever in order to promote national evaluation policies and strategies and to build more effective national M&E systems.



In order to bridge the significant gap in M&E capacity in Francophone Africa and MENA, a strong focus on strengthening M&E systems and capacities at all levels of government (national, sub-national, and local) is critical to drive progress on the SDGs and other development initiatives and to ensure that policies and decisions are based on evidence of what works. Enhancing M&E in Francophone Africa and MENA is particularly important given the many challenges facing the regions. As a multisectoral, cross-cutting field, M&E offers a means to improve public service delivery across all areas of public administration. This demand for M&E support was strongly emphasized during various regional launch events of the Global Evaluation Initiative. In MENA this brought together representatives from governments, civil society, international organizations, and experts from across the region in April 2021 who voiced a strong demand for ECD services to help rebuild better from COVID-19 and reach the 2030 Agenda. A similar event was held for the Africa region in November 2020.

[1] Supporting a Resilient Recovery: The World Bank’s Western & Central Africa Region Priorities 2021 – 2025.

[2] <https://www.worldbank.org/en/news/feature/2015/10/21/middle-class-frustration-that-fueled-the-arab-spring>

[3] <https://www.worldbank.org/en/region/afr/overview#1>

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Sectoral and Institutional Context

In FY21 the Independent Evaluation Group (IEG) launched the Global Evaluation Initiative (GEI), a partnership that aims to catalyze and bring together key actors and experts in the evaluation field to help governments in developing countries place evidence at the heart of decision making. GEI is an inclusive global partnership committed to developing country-owned, sustainable M&E frameworks and capacities to promote the use of evidence in public decision-making, enhance accountability, and achieve better results. ENAP is one of the key implementation partners of GEI. ENAP is ideally positioned to help GEI achieve its mandate in Francophone African and in the MENA regions.

Since 2011, ENAP has been a leader in providing ECD services in the Francophone Africa and MENA regions to government institutions, and other public actors and M&E stakeholders. ENAP is a Francophone higher education institution based in Quebec, Canada and is one of the largest public administration universities in the world. Since its creation in 1969, it has positioned itself as a leader in the renewal of a modern and effective public administration in Quebec and abroad. ENAP’s services include in-person continuing education programs in Canada and abroad, as well as remote learning options. Its International Affairs Directorate (IAD) coordinates ENAP’s international work, including ECD services to clients from the Francophone Africa and MENA regions, in French and in Arabic. Over the last decade, ENAP has trained over 2,000 people from over thirty countries — 70% of which from the public administration sector — in evaluation.



In Africa, ENAP has trained 500 French-speaking individuals since 2016, and in 2021, with the support of the World Bank, ENAP developed TAQYEEM, the first ever global M&E training program in Arabic. During the inaugural edition of the TAQYEEM course in June 2021, the program reached 36 people from 5 Arabic-speaking countries[1] and was highly regarded by the course participants[2]. ENAP's work has targeted some of the poorest and most fragile countries in the world in order to enhance in-country knowledge and skills to plan for and use evaluation for adaptive management, manage for results, and ultimately, develop more relevant and effective policy interventions. By focusing on addressing the M&E gap in French- and Arabic-speaking developing countries, ENAP aims to bring M&E systems, practices, and capacities to developing countries most in need of support.

The first edition of the TAQYEEM program allowed ENAP to learn key lessons that will help in the growing of the program with GEI's support. Taqyeem was designed in collaboration with key ECD actors in the region (e.g. Islamic Development Bank and Saoudian Impact Center Alathar) and this allowed ENAP to deepen its understanding of intra-regional differences and the diverse types of M&E services demanded by public administrations in the region. These lessons will help ENAP consolidate its approach and strategy to reach those heterogenous audiences. Taqyeem also highlighted the dearth of M&E scientific literature in Arabic, confirming the importance of ENAP's contribution in this field. On a more practical level, TAQYEEM helped refine the Arabic terminology needed to adapt content to sub-regional contexts.

ENAP is uniquely placed to support GEI's work in capacity building in the Francophone Africa and MENA regions based on its past work in French- and Arabic-language ECD activities. Since 2011, ENAP has collaborated with IEG to develop and implement a French version of the International Program for Development Evaluation Training (IPDET), an English-language executive M&E training program. The French language program, known as the Programme International de Formation en Évaluation du Développement (PIFED), has grown to be a well-known course for Francophone evaluators and utilizes cutting-edge pedagogical techniques (more information on ENAP's pedagogy in Box 3). Further, ENAP has adapted and customized the PIFED content for its newly developed TAQYEEM program. As such, ENAP's core training programs are characterized by culturally relevant content and strong pedagogy, and through its past collaborations with the IEG, ENAP has demonstrated its commitment to cultivating global public goods, especially for the Francophone and Arabic communities.

As an implementing partner of GEI, ENAP is uniquely positioned to deliver the results that GEI wants to achieve in the Francophone Africa and MENA regions. In particular, with this grant, ENAP will solidify its Arabic-language offerings to create new opportunities for ECD in Arabic for key stakeholders in the MENA region. Additionally, ENAP will facilitate communication between evaluators and M&E specialists in the regions and globally to create stronger networks and peer learning in French and Arabic. By strengthening connections between the international, regional, and national evaluation communities, ENAP will enable evaluators in the Francophone Africa and MENA regions to build on lessons learned around the world and apply them to their specific context.

ENAP will draw on strong, collaborative partnerships to amplify its work. ENAP will coordinate with other GEI partners in Francophone Africa and MENA, such as the Center for Learning on Evaluation and Results



Francophone Africa (CLEAR FA) and the Islamic Development Bank, to build synergies and avoid duplication of efforts, thus increasing the overall reach of ENAP’s work. ENAP will also collaborate with local actors who are influential in the national and regional M&E spaces. In doing so, ENAP will optimize the strengths, knowledge, and capacities of its partners to provide effective and contextually relevant M&E solutions to developing countries in the Francophone Africa and MENA regions. With its collaborative approach and regional focus, ENAP’s work is aligned with the GEI and it is well placed to contribute to the intended outcomes of GEI. Further information about GEI and ENAP’s alignment with GEI is in Box 1.

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. ***ENAP, with its expertise in providing M&E training and its reputation for excellence, will be an essential partner in supporting GEI’s work in building M&E stakeholders’ capacity.*** Under the GEI umbrella, ENAP will play a critical role as a provider of trainings that merge global expertise with local knowledge and practice. As an associate partner of the GEI and a renowned institution focused on developing and improving the M&E capabilities of key stakeholders in French- and Arabic-speaking developing countries, ENAP will contribute to the results expected by the

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GEI. Through GEI, ENAP will also aim to strengthen its collaboration in-country with other GEI partners and World Bank country offices in the Francophone Africa and MENA regions.

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[1] Algeria, Libya, Mauritania, Morocco, and Tunisia

[2] 100% of participants responded that they were satisfied or highly satisfied with the training.



Relationship to CPF

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 the 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, ENAP will contribute to helping the WBG and its clients in the Francophone African and MENA contexts to enhance their effectiveness in meeting such strategic priorities.

ENAP’s support to the development of M&E systems and capacities in the Francophone Africa region aligns well with the WBG’s ongoing work in the West and Central Africa region. In its regional strategy for 2019 – 2023, the WBG identified the urgent need to make institutions more efficient and accountable in order to enable governments to respond to complex service delivery needs in rapidly changing contexts. M&E plays a crucial role in enabling public institutions to track implementation and course correct as needed, thus enhancing efficiency of public services and enabling greater transparency. ENAP will support local institutions to improve effective service delivery and contribute to overall good governance in the region. Further, the WBG’s regional strategy offers support to countries experiencing conflict, fragility, and violence (FCV). Through its support to professionals in FCV contexts, ENAP will support governments and organizations better monitor and evaluate programs in challenging settings so that programs address the constantly changing needs of vulnerable populations.

The grant is also well aligned with the WBG’s MENA Regional Strategy[1], in which structural reforms, governance, and service delivery are key focus areas. The Covid-19 pandemic has exacerbated key development challenges in the MENA region, including access to jobs and economic opportunities for youth and women, limited trust in government, poor returns on investments in human capital, and uncompetitive economies. By providing evidence on what works and what doesn’t, M&E is a fundamental tool that can enhance the efficient use of resources in public service programs and support the restoration of trust in government entities. As such, this grant is well aligned with the WBG’s MENA Regional Strategy[2], in which structural reforms, governance, and service delivery are key focus areas. Additionally, the WBG’s focus on advocating for data transparency, including filling urgent data gaps and supporting evidence-based policymaking, aligns with the aim of this grant.

Finally through its contribution to the GEI partnership, ENAP will also support the WBG’s outcome orientation agenda. In 2005, the WBG rolled out results-based management at the country level and, in 2021, continues to build on this experience to strengthen outcome orientation. ENAP will, among other things, contribute to GEI’s support to the WBG outcome orientation agenda by building a cadre of professionals in client countries who are trained on monitoring, evaluation, learning, and adaptive management practices, and better equipped to place outcomes and results at the heart of their decisions.

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[1] Middle East and North Africa (MENA) Regional Update: Preventing a lost decade, Unlocking the region's potential, 2021.

[2] Middle East and North Africa (MENA) Regional Update: Preventing a lost decade, Unlocking the region's potential, 2021.

C. Project Development Objective(s)

Proposed Development Objective(s)

The project's specific development objective is to improve monitoring and evaluation, capacity, and use in supported developing countries in the Francophone Africa and MENA regions. In doing so, the project will seek to build partnerships with other ECD providers in these regions to generate synergies.

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

Key Results

Underlying Theory of Change informing this project. The proposed project is predicated on a Theory of Change that links ENAP's training and hands-on support activities to results at the institutional levels where training recipients work and operate. As ENAP works predominantly with public sector officials, it is expected that trainees will be able to use the knowledge acquired for improved use of evidence in policy- and decision-making processes. In this context, capacity building activities are expected to increase knowledge of evaluation theory and practices at individual and organizational levels. On the job coaching and technical assistance will provide additional means to move from theory to practice. As participants acquire new knowledge and learn how to apply it, they are likely to adopt new and/or improved behaviors (ways of working) and practices (e.g., develop quality M&E frameworks, adopt new/improved M&E plans, policies, etc.) that in turn would likely result in improved evidence-based decision-making processes. To that effect, showing concrete results in the early stages of project implementation would help in building trust with clients and potentially generate the demand for more upstream M&E services.

Box 2: Underlying Theory of Change

The GEI has identified a core set of key indicators that are standard to all GEI grants. As an implementing partner to GEI, ENAP is committed to contributing to reaching the indicators' targets and to collect and provide the necessary data and information for GEI to aggregate them with those of other partners for accountability purposes.



The key PDO results indicators for this grant are:

- Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired
- Number of ECD service requests coming to ENAP as a result of training activities with client countries
- Expanded institutional, thematic, or geographic coverage through new or existing partnerships

D. Preliminary Description

Activities/Components

The project’s development objective will be achieved through the provision of high quality and relevant technical assistance, trainings, and knowledge sharing activities that target government agencies, civil society organizations, evaluation professionals, parliamentarians, and decision-makers in developing countries in the Francophone Africa and MENA regions. It is expected that the institutions and individuals who benefit from ECD activities financed under this grant will serve as change agents in their respective institutions, countries, and regions and promote the use of M&E for evidence-based decision making. The main expected activities to achieve results are the following.

COMPONENT 1. Strengthen M&E Capacities of Individuals and Organizations in Francophone Africa and MENA, with a stronger focus in the Maghreb sub-region initially

Under this component, ENAP will focus on building and sustaining the M&E capacity of individuals and institutions through the provision of training and support to improve national and/or institutional M&E systems. Activities will include French- and Arabic-language M&E training for local stakeholders (M&E specialists, evaluators, government officials, and parliamentarians/decision-makers), training-of-trainers sessions, mentoring, hands-on support for evaluations, and support for analytical/research activities related to M&E and decision making. In some cases, ENAP may deliver customized solutions to institutions that request assistance on specific contexts or sectors. Given the limited resource available for this project, ENAP will coordinate with World Bank local and regional offices to establish priority countries and/or areas (sectors) for intervention. Specifically, ENAP will work with the Poverty and Governance GP to ensure contributions to the broader agendas on data quality and availability for broader policies and programs. Criteria for selectivity are included in the description of “project beneficiaries” section in this document.

Specifically, this program will finance the following activities under Component 1:

1. **Delivery of French-language training courses to key audiences in Francophone Africa.** Depending on the evolution of the Covid-19 pandemic, in year one, ENAP will deliver either distance-learning or in-person training activities to target beneficiaries in Francophone Africa.
2. **Expand and deliver the Arabic-language training program TAQYEEM in the MENA region.** During the first year of the grant, ENAP’s activity in the MENA region will be structured around the continued development of the TAQYEEM program, utilizing the lessons learned during the June 2021 program to



enhance the course. Advanced training content that complements the basic TAQYEEM training will be developed to enrich the program. The training tools implemented for the first edition of the program will be refined, and ENAP will continue to identify international experts to join their academic team and will conduct training-of-trainers sessions. At least two editions (distance-learning or in-person) of the program are expected to be delivered during the course of the grant. These activities will allow ENAP to consolidate the TAQYEEM program and turn it into a customizable product for the MENA region. For any work in the MENA region under this grant, ENAP will rely on the findings of a rapid situational analysis of the M&E landscape in the MENA region (currently being coordinated by the GEI Global Team) to provide the necessary background analysis.

3. **Provide technical assistance to French- and Arabic-speaking institutions, based on client demand.** Relationships with client countries and institutions often begin with a specific training (e.g. PIFED, TAQYEEM), after which countries may request additional services in the form of advisory services and/or technical assistance. It is expected that ENAP’s work in Francophone Africa and the MENA region may result in such demand for follow-up services. Depending on the opportunities leveraged by training activities in French and Arabic, and contingent upon the availability of additional funding, technical assistance may be offered to client countries in year two and three of the project. Additionally, ENAP intends to collaborate with CLEAR FA to assess the state of national M&E systems in the Francophone Africa region and identify countries that would most benefit from ECD activities. This will be important to define more precisely the roles of ENAP and CLEAR FA in the Francophone Africa region, avoiding duplication of efforts and maximizing the impact of GEI-supported work in the region.
4. **Build capacity of selected institutions in Francophone Africa and MENA to improve their M&E systems and functions.** In addition to training, institutions often require additional support to incorporate M&E practices and frameworks into their work as well as to formalize the role of M&E in their processes. As such, ENAP will strategically supplement its trainings with additional hands-on support to enhance evaluation functions in client institutions through targeted activities. Such activities may include mentoring, hands-on guidance during evaluation exercises, guidance on M&E strategy development, and developing follow-up content for specific stakeholder groups such as parliamentarians. Additionally, to support the institutionalization of evaluation capacity development in client countries, ENAP will build the capacity of local partners (e.g. local universities and research centers) using a “training-of-trainers” model following a tested approach already utilized by ENAP to build “satellite” centers.

Box 3. Highlights of ENAP’s training philosophy and pedagogy

ENAP’s trainings utilize a skill-based approach focused on practical knowledge and know-how and varied pedagogical methods to maximize learning. The ENAP training approach is characterized by

- i. a dynamic teaching method that emphasizes the involvement of participants;
- ii. concrete practical exercises that aim to apply the content learned; and
- iii. trainers who have vast experience with training practicing public managers, both in Canada and internationally.



ENAP will also promote synergies among partners to enhance training offerings and opportunities that are informed by and relevant to local contexts, and share lessons learned from global programs. Further, there is potential to connect these activities with ongoing and future work of other GEI partners and World Bank country offices to amplify the overall impact of ECD in developing countries.

The content of ENAP's trainings will be tailored to the specific needs of the intended participants. ENAP uses diagnostic/analysis activities to identify the topics and themes that will be the most useful and impactful for participants. These activities may be at (i) the initiation/awareness level (i.e., the use of evaluation in program or policy-making, the role of decision-makers in the public policy cycle, the role of evaluation in the public policy cycle, evaluation as a tool for transformational development, the role of the public service/parliaments in the national M&E systems, etc.); (ii) at the level of methods and core concepts in evaluation (i.e., different evaluation approaches, Theory of Change, evaluation questions, the evaluation matrix, techniques and strategies for the communication of results, management of the evaluation process, management of evaluation teams, ethical principles and standards for evaluators, etc.); or (iii) on more advanced methods and concepts (i.e., quantitative and qualitative methods in evaluation, statistical methods and impact evaluation tools, economic evaluation methods, cost-benefit evaluation, equity-focused and gender-sensitive evaluations, evaluation in the context of the SDGs, the establishment of a monitoring and evaluation system, etc.).

As part of GEI, there is scope to explore linkages between ENAP's trainings and follow up job competency development through partnerships with the GEI Global Team and other GEI partners.

COMPONENT 2: Generate and disseminate M&E Knowledge

Activities under this component will focus on supporting research, analytical and thought leadership work. Specifically, this program will finance the following activities under Component 2:

- 1. Develop knowledge products on best practices for the successful institutionalization and use of evaluation.** Using its technical assistance support to institutions and governments in-country, ENAP will document good practices for the development of cultures of evaluation in governmental entities. Examples of such work include, but are not limited to, the development of guidance notes on French and Arabic M&E terminologies, best practice notes, and guidance material, among others. Additional research will be identified for future years of the grant, depending on the financial and human resources available.
- 2. Organize webinars, panels, and round table events for knowledge sharing in French and Arabic.** ENAP will lead and participate in collaborative initiatives to pool knowledge on best practices and



lessons learned in evaluation capacity development to stimulate the development of innovative and efficient approaches and practices in Francophone Africa and MENA. ENAP will focus on sharing new knowledge on best practices, lessons learned, new approaches, success stories, and more, in collaboration with other GEI partners. To do so, ENAP will organize and participate in webinars, panels and virtual round tables on relevant topics at regional and national levels in Francophone Africa and MENA. ENAP will also continue to promote peer-to-peer learning and knowledge sharing through its alumni community of practice that it will extend to alumni from Francophone Africa and MENA reached under this grant. Ultimately, ENAP aims to stimulate more experience and knowledge sharing activities in French and Arabic.

- 3. Participate in global M&E knowledge sharing events to promote lessons learned from the Francophone Africa and MENA regions.** To do so, ENAP will participate in global and regional events such as the gLOCAL Evaluation Week, the International Francophone Forum for Evaluation (FIFE), EvalMENA conference, NEC Conference, etc., to advocate for stronger M&E systems, share knowledge, and learn from others. ENAP will leverage the global footprint of the GEI to bring more attention to the Francophone and Arabic-speaking world of evaluation.

This component will also include activities aimed at sharing M&E knowledge, be it through organizing events aimed at disseminating ENAP's learnings and experiences, convening and fostering collaboration in Francophone Africa and MENA among ECD providers.

COMPONENT 3: Management, accountability and learning

This component will finance the overall program management, including administration, oversight, and assessments for each event and training, as well as for the entire program. This component will also support ENAP's efforts to incorporate feedback and lessons learned into its ECD approach and future activities.

- 1. In order to continuously learn and incorporate feedback to support a culture of learning, ENAP will put in place a series of measures** illustrated below.
 - Systematically distribute surveys to participants at the end of each training program. These surveys will focus on participants' satisfaction with the training (e.g., the content of the course, the quality of the speakers, the balance between theory and practice, the logistics and general organization of the training) and assess participants' level of knowledge before and after the training. These surveys will also collect data on the participants' experience to develop a better understanding of what works well, what can be improved, and participants' needs and expectations, which will allow the ENAP team to adjust their training programs to produce the best possible results.
 - Conduct after-action reviews to document best practices and areas of improvement for future ECD activities.
 - Send tracer surveys to participants six months after training programs to document long-term effects of the trainings, as well as to gather insights about the factors favoring or hindering the transferability of learning in participants' workplace.
 - Produce activity reports documenting best practices, lessons learned, and recommendations.



- Regularly send surveys to course alumni and newsletters to analyze its training offers and adapt its services to meet the needs of its audience.
- Wherever possible, organize a meeting with women to better understand women’s experiences in the field of evaluation and their specific capacity building needs. This will enable ENAP to adapt their trainings to better meet the needs of women and enhance their opportunities to access ECD opportunities.

The results of these activities will be incorporated into the preparation of subsequent trainings to integrate, when possible, the necessary adjustments to adapt their ECD approach to maximize the overall satisfaction of participants and achieve the program’s expected outcomes.

- 1. Accountability mechanisms:** ENAP has a strong tradition of utilizing accountability mechanisms to ensure the quality of its ECD work. As per the requirements of programs, ENAP relies on a number of accountability systems, such as oversight committees, the support of logistical and content experts, and more. Additionally, ENAP ensures the quality of its ECD work through the support of professors within the ENAP system who provide advice on the best approaches and latest trends in evaluation. ENAP also has an internal team of scientific advisors who are responsible for updating ECD material periodically to ensure its alignment with best practices in the field of evaluation and with international quality standards. Lastly, the team is responsible for coaching the trainers and holding debrief sessions with them to learn from their experiences and collect their advice for continuous improvement. These accountability mechanisms will continue to support ENAP’s ECD activities under this grant.
- 2. Linkages to the GEI M&E Framework:** ENAP will ensure that its internal M&E activities align with the overall GEI M&E Framework, which lays out an ambitious plan for evaluative exercises across the GEI network. As part of this, ENAP will provide data through the GEI Management Information System (MIS) and will link into other planned evaluative exercises as relevant.

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Environmental and Social Standards Relevance

E. Relevant Standards

ESS Standards		Relevance
ESS 1	Assessment and Management of Environmental and Social Risks and Impacts	Relevant
ESS 10	Stakeholder Engagement and Information Disclosure	Relevant
ESS 2	Labor and Working Conditions	Relevant
ESS 3	Resource Efficiency and Pollution Prevention and Management	Not Currently Relevant
ESS 4	Community Health and Safety	Relevant



ESS 5	Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Not Currently Relevant
ESS 6	Biodiversity Conservation and Sustainable Management of Living Natural Resources	Not Currently Relevant
ESS 7	Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Not Currently Relevant
ESS 8	Cultural Heritage	Not Currently Relevant
ESS 9	Financial Intermediaries	Not Currently Relevant

Legal Operational Policies

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

Summary of Screening of Environmental and Social Risks and Impacts

The project is focusing on capacity building in monitoring and evaluation. Its activities are limited to the diagnostic assessment of M&E systems and institutional capacity, design of M&E training materials, generation of knowledge products, delivery of online and onsite training, organization of learning workshops and events as well as technical advisory support to beneficiary institutions in M&E. There are no civil works or equipment procurement involved. The capacity-building efforts will have indirect positive environmental effects by supporting the strengthening, monitoring, and evaluation capacity in the beneficiary countries over natural resources, protected areas, forests, and a range of ecosystems, as well as management of (global) environmental issues such as climate change, pollution, waste, and degradation of natural systems. The project will give priority consideration in the training programs to potential beneficiaries who represent underserved demographics, geographies, and sectors, including vulnerable disadvantaged and indigenous groups. The project will ensure broad information dissemination to raise awareness on the engagement of the project activities to facilitate broad participation in the training program. The environmental and social risks from the grant activities are expected to be low. No environmental risk or potential impacts are expected on the biophysical environment, human health and safety, and/or valued environmental components from the project activities. The project activities are not expected to incur significant adverse social impacts and risks given the range and nature of activities anticipated under the grant. However, there could be risks associated with the employment conditions of staff by ENAP for carrying out project activities, potential sexual harassment, and gender discrimination among the project delivery team and beneficiary participants in the potential face-to-face project activities as a result of people's interactions in an office environment. However, these risks are considered low considering that the project interactions are anticipated to remain largely virtual in the current pandemic situation. Key stakeholders involved in the project include ENAP project staff, the trainers of virtual and on-site workshops, as well as the potential participants of the workshops from government agencies, NGOs, think tanks, the private sector, and other agencies from targeted countries. The project will ensure broad information dissemination of its training activities and engagement to facilitate broad participation of potential beneficiaries, particularly the

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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 major stakeholder risks.

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