

26-Jul-2022
Date: _____

Prof. Balibie Serge Auguste Bayala
Director General
African Center for Higher Education in Management
Centre Africain d'Etudes Supérieures en Gestion
Boulevard du Général de Gaulle x Avenue El Hadj Malick Sy
B.P 3802 - Dakar, Senegal

Re: GEI Grant No. TF0B9146
Evaluation Capacity Building in Francophone Africa
Letter Agreement

Dear Prof. Bayala:

In response to the request for financial assistance made on behalf of the African Center for Higher Education in Management (known as "*Centre Africain d'Etudes Supérieures en Gestion*") ("Recipient" or "CESAG"), I am pleased to inform you that the International Bank for Reconstruction and Development/International Development Association ("Bank"), acting as administrator of the Global Evaluation Initiative (GEI) Multi-donor Trust Fund, proposes to extend to the Recipient for the benefit of the Member Countries a grant in an amount not to exceed eight hundred and seventy five thousand United States Dollars (USD 875,000) ("Grant") on the terms and conditions set forth or referred to in this letter agreement ("Agreement"), which includes the attached Annex, to assist in the financing of the project described in the Annex ("Project").

This Grant is funded out of the abovementioned trust fund for which the Bank receives periodic contributions from the donors to the trust fund. In accordance with Section 3.02 of the Standard Conditions (as defined in the Annex to this Agreement), the Bank's payment obligations in connection with this Agreement are limited to the amount of funds made available to it by the donors under the abovementioned trust fund, and the Recipient's right to withdraw the Grant proceeds is subject to the availability of such funds.

The Recipient represents, by confirming its agreement below, that it is authorized to enter into this Agreement and to carry out the Project in accordance with the terms and conditions set forth or referred to in this Agreement.

Please confirm the Recipient's agreement to the foregoing by having an authorized official of the Recipient sign and date this Agreement, and returning one duly executed copy to the Bank.

Very truly yours,

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION
acting as administrator of the Global Evaluation Initiative (GEI) Multi-Donor Trust Fund

By 
Oscar Calvo-Gonzalez
Acting Director General, IEGDG

AGREED:

AFRICAN CENTER FOR HIGHER EDUCATION IN MANAGEMENT

By: Prof. Balibie Serge Auguste Bayala
Authorized Representative

Name: Prof. Balibie Serge Auguste Bayala

Title: Director General, CESAG

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Enclosures:

- (1) "International Bank for Reconstruction and Development and International Development Association Standard Conditions for Grant Financing Made by the Bank out of Trust Funds" dated February 25, 2019
- (2) Disbursement and Financial Information Letter of the same date as this Agreement, together with the "Disbursement Guidelines for Investment Project Financing", dated February 2017

Article I
Standard Conditions; Definitions

1.01. **Standard Conditions.** The Standard Conditions (as defined in Section 1.02 below) constitute an integral part of this Agreement.

1.02. **Definitions.** Unless the context requires otherwise, the capitalized terms used in this Agreement have the meanings ascribed to them in the Standard Conditions or in this Section:

- (a) “Anti-Corruption Guidelines” means, for purposes of paragraph 2 of the Appendix to the Standard Conditions, the “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants”, dated October 15, 2006, and revised in January, 2011, and as of July 1, 2016.
- (b) “Category” means a category set forth in the table in Section 3.01 of this Agreement.
- (c) “CESAG” means, *Centre Africain d’Etudes Supérieures en Gestion* (the African Center for Higher Education in Management), an international non-profit public institution established and operating pursuant to the “CESAG Instruments,” the “Statuts du C.E.S.A.G.” dated June 25, 1997 and the amendment to the Headquarters agreement between Banque Centrale des Etats de l’Afrique de l’Ouest (Central Bank of West African States) and Senegal in 2010.
- (d) “CESAG Instruments” means the intra-governmental convention Accord de Siege, dated March 21, 1977, entered into by the Republic of Senegal and the Central Bank of West Africa, and as amended on May 6, 2009.
- (e) “Environmental and Social Commitment Plan” or “ESCP” means the environmental and social commitment plan for the Project, dated July 19, 2022, as the same may be amended from time to time in accordance with the provisions thereof, which sets out the material measures and actions that the Recipient shall carry out or cause to be carried out to address the potential environmental and social risks and impacts of the Project, including the timeframes of the actions and measures, institutional, staffing, training, monitoring and reporting arrangements, and any environmental and social instruments to be prepared thereunder.
- (f) “Environmental and Social Standards” or “ESSs” means, collectively: (i) “Environmental and Social Standard 1: Assessment and Management of Environmental and Social Risks and Impacts”; (ii) “Environmental and Social Standard 2: Labor and Working Conditions”; (iii) “Environmental and Social Standard 3: Resource Efficiency and Pollution Prevention and Management”; (iv) “Environmental and Social Standard 4: Community Health and Safety”; (v) “Environmental and Social Standard 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement”; (vi) “Environmental and Social Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources”; (vii) “Environmental and Social Standard 7: Indigenous Peoples/Sub-Saharan Historically Underserved Traditional Local Communities”; (viii) “Environmental and Social Standard 8: Cultural Heritage”; (ix) “Environmental and Social Standard 9: Financial

Intermediaries”; and (x) “Environmental and Social Standard 10: Stakeholder Engagement and Information Disclosure”; effective on October 1, 2018, as published by the Bank.

- (g) “Member Countries” means IBRD and/or IDA countries.
- (h) “M&E” means monitoring and evaluation.
- (i) “Operating Costs” means reasonable costs, as shall have been approved by the Bank, for the incremental expenses incurred on account of Project implementation, consisting of, communication costs, office supplies and equipment maintenance, utilities, document duplication/printing, consumables, travel cost and *per diem* for Project staff for travel linked to the implementation of the Project (but excluding consulting services and salaries of officials of the Recipient’s civil service).
- (j) “Procurement Regulations” means, for purposes of paragraph 20 of the Appendix to the Standard Conditions, the “World Bank Procurement Regulations for IPF Borrowers”, dated November 2020.
- (k) “Project Operational Manual” means the Recipient’s manual dated July 11, 2022, acceptable to the Bank, referred to in Section 2.04 to this Agreement, as said manual may be amended from time to time with the agreement of the Bank.
- (l) “Standard Conditions” means the “International Bank for Reconstruction and Development and International Development Association Standard Conditions for Grant Financing Made by the Bank out of Trust Funds”, dated February 25, 2019.
- (m) “Training” means the reasonable costs, as shall have been approved by the Bank, for training and workshops conducted under the Project, including *inter alia*, tuition, travel and subsistence costs for training and workshop participants, costs associated with securing the services of trainers and workshop speakers, rental of training and workshop facilities, preparation and reproduction of training and workshop materials, and other costs directly related to training course and workshop preparation and implementation (but excluding goods and consultants' services).

Article II Project Execution

2.01. ***Project Objectives and Description.*** The objective of the Project is to improve monitoring and evaluation frameworks, capacity, and use in supported developing countries in French Speaking (Francophone) African Countries for improved evidence-informed policy making. The Project consists of the following parts:

The Project consists of the following parts conducting in collaboration with the Bank:

Part 1: Develop a culture of evidence-based decision-making in Francophone Africa

- (a) Conduct country level capacity need assessments, carrying out M&E Training and workshops with relevant government stakeholders aimed at building their capacity and fostering the use of M&E existing tools in policy making.

- (b) Conduct feasibility studies on the M&E ecosystem of Member Countries in the Francophone Africa region and determine their state of M&E readiness, including its strengths and weaknesses, and development of plans to address identified gaps.

Part 2: Build capacity for a cadre of evaluators and M&E specialists in Francophone Africa

Carry out Training and workshops, aimed promoting knowledge sharing on the best practices on M&E with relevant M&E specialists in the Francophone Arica region.

Part 3: Generate and disseminate M&E Knowledge

- (a) Develop and disseminate knowledge products on M&E best practices aimed at enhancing the institutionalization and use of M&E evaluation.
- (b) Establish a regional online platform within CESAG, aimed at facilitating access to existing M&E data and knowledge in the Francophone Africa region.

Part 4: CLEAR - FA Internal Capacity Development

Strengthen the capacity of staff of CLEAR – FA program within CESAG, by *inter alia*, providing Training, gather feedback form Training participants (i.e., surveys) and document M&E lesson learned and best practices.

2.02. ***Project Execution Generally.*** The Recipient declares its commitment to the objectives of the Project. To this end, the Recipient shall carry out the Project in accordance with the provisions of: (a) Article II of the Standard Conditions; (b) the Anti-Corruption Guidelines; and (c) this Article II.

2.03. *Institutional and Other Arrangements*

(a) The Recipient shall hire and maintain, throughout Project implementation, qualified and experienced staff in sufficient numbers, responsible for the procurement, financial management, environmental and social, and monitoring and evaluation aspects of the Project, all acceptable to the Bank.

(b) The Recipient, no later than one (1) month after the Effective Date, shall prepare and submit to the Bank: (i) a model document for Interim Financial Reporting (IFR) acceptable to the Bank; and (ii) terms of reference (TORs) to recruit an external auditor for the Project, acceptable to the Bank.

(c) The Recipient, no later than four (4) months after the Effective Date, shall: (i) hire a financial officer, an external auditor and a part time internal auditor for the Project, all with qualifications and experience acceptable to the Bank; and (ii) update the Recipient's existing accounting software to include bookkeeping for the Project, in a manner acceptable to the Bank.

2.04. *Project Operational Manual*

(a) The Recipient shall, adopt and thereafter carry out the Project in accordance with a manual acceptable to the Bank, satisfactory in form and substance to the Bank, which shall include, *inter alia*: (i) a detailed description of the Project activities; (ii) the administrative, financial, accounting, auditing, procurement and disbursement procedures for the implementation of the Project; (iii) the plan for the monitoring, evaluation, and supervision of the Project, including

the Project performance indicators; (iv) the criteria and procedures for the selection of the cities participating in the Project activities; and (v) detailed arrangements and procedures for institutional coordination and Project implementation, the roles and responsibilities of all involved stakeholders (“Project Operational Manual”).

(b) Except as the Bank shall otherwise agree, the Recipient shall not amend, abrogate, or waive any provision of the Project Operational Manual if, in the opinion of the Bank such amendment, abrogation or waiver may materially and adversely affect the implementation of the Project. In case of conflict between the terms of the Project Operational Manual and those of this Agreement, the terms of this Agreement shall prevail.

2.05. *Environmental and Social Standards*

- (a) The Recipient shall ensure that the Project is carried out in accordance with the Environmental and Social Standards, in a manner acceptable to the Bank.
- (b) Without limitation upon paragraph (a) above, the Recipient shall ensure that the Project is implemented in accordance with the Environmental and Social Commitment Plan (“ESCP”), in a manner acceptable to the Bank. To this end, the Recipient shall ensure that:
 - (i) the measures and actions specified in the ESCP are implemented with due diligence and efficiency, as provided in the ESCP;
 - (ii) sufficient funds are available to cover the costs of implementing the ESCP;
 - (iii) policies and procedures are maintained, and qualified and experienced staff in adequate numbers are retained to implement the ESCP, as provided in the ESCP; and
 - (iv) the ESCP, or any provision thereof, is not amended, repealed, suspended or waived, except as the Bank shall otherwise agree in writing, as specified in the ESCP, and ensure that the revised ESCP is disclosed promptly thereafter.
- (c) In case of any inconsistencies between the ESCP and the provisions of this Agreement, the provisions of this Agreement shall prevail.
- (d) The Recipient shall ensure that:
 - (i) all measures necessary are taken to collect, compile, and furnish to the Bank through regular reports, with the frequency specified in the ESCP, and promptly in a separate report or reports, if so requested by the Bank, information on the status of compliance with the ESCP and the environmental and social instruments referred to therein, all such reports in form and substance acceptable to the Bank, setting out, inter alia: (A) the status of implementation of the ESCP; (B) conditions, if any, which interfere or threaten to interfere with the implementation of the ESCP; and (C) corrective and preventive measures taken or required to be taken to address such conditions; and
 - (ii) the Bank is promptly notified of any incident or accident related to or having an impact on the Project which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, in

accordance with the ESCP, the environmental and social instruments referenced therein and the Environmental and Social Standards.

- (e) The Recipient shall establish, publicize, maintain and operate an accessible grievance mechanism, to receive and facilitate resolution of concerns and grievances of Project-affected people, and take all measures necessary and appropriate to resolve, or facilitate the resolution of, such concerns and grievances, in a manner acceptable to the Bank.

2.06. **Project Monitoring, Reporting and Evaluation.** The Recipient shall monitor and evaluate the progress of the Project and prepare Project Reports in accordance with the provisions of Section 2.06 of the Standard Conditions and on the basis of indicators acceptable to the Bank and set forth in the Project Operational Manual. Each Project Report shall cover the period of one calendar year and shall be furnished to the Bank not later than thirty (30) days after the end of the period covered by such report.

Article III Withdrawal of Grant Proceeds

3.01. **Eligible Expenditures.** The Recipient may withdraw the proceeds of the Grant in accordance with the provisions of: (a) Article III of the Standard Conditions; and (b) this Section; to finance Eligible Expenditures in the amount allocated and, if applicable, up to the percentage set forth against each Category of the following table:

Category	Amount of the Grant Allocated (expressed in USD)	Percentage of Expenditures to be Financed (inclusive of Taxes)
(1) Goods, non-consulting services, consulting services, Training and Operating Costs under the Project	875,000	100%
TOTAL AMOUNT	875,000	100%

3.02. **Withdrawal Conditions.** Notwithstanding the provisions of Section 3.01 of this Agreement, no withdrawal shall be made for payments made prior to the date of this Agreement, except those withdrawals up to an aggregate amount not to exceed \$147,493 equivalent may be made for payments made prior to this date but no earlier than November 12, 2021 for Eligible Expenditures under the Project.

3.03. **Withdrawal Period.** The Closing Date is May 31, 2025.

Article IV
Recipient's Representative; Addresses

4.01. **Recipient's Representative.** The Recipient's Representative referred to in Section 7.02 of the Standard Conditions is its Director General.

4.02. **Recipient's Address.** For purposes of Section 7.01 of the Standard Conditions: (a) the Recipient's Address is:

Centre Africain d'Etudes Supérieures en Gestion
African Center for Higher Education in Management Boulevard du Général de Gaulle x
Avenue El Hadj Malick Sy
B.P 3802 - Dakar, Senegal; and

(b) the Recipient's Electronic Address is:

E-mail: balibie.bayala@cesag.edu.sn

4.03. **Bank's Address.** For purposes of Section 7.01 of the Standard Conditions: (a) the Bank's address is:

International Bank for Reconstruction and Development/
International Development Association
1818 H Street, N.W.
Washington, D.C. 20433
United States of America; and

(b) the Bank's Electronic Address is:

E-mail: ocalvogonzalez@worldbank.org