



RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
CLEAR CENTER FOR FRANCOPHONE AFRICA PHASE 2
APPROVED ON FEBRUARY 8, 2018
TO
CENTRE AFRICAIN D'ETUDES SUPERIEURES EN GESTION (CESAG)

INDEPENDENT EVALUATION GROUP
WESTERN AND CENTRAL AFRICA REGION

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ABBREVIATIONS AND ACRONYMS

CLEAR	Centers for Learning on Evaluation and Results
ECD	Evaluation Capacity Development
FA	Francophone Africa
M&E	Monitoring and evaluation
PDO	Project Development Objective
RVP	Regional Vice President



BASIC DATA

Product Information

Project ID P160703	Financing Instrument Investment Project Financing
Original EA Category Not Required (C)	Current EA Category Not Required (C)
Approval Date 08-Feb-2018	Current Closing Date 31-Dec-2020

Organizations

Borrower Centre Africain d'Etudes Superieures en Gestion (CESAG)	Responsible Agency Regional Centers for Learning on Evaluation and Results (CLEAR), Francophone Africa Center
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Financing (in USD Million)

SUMMARY

Total Project Cost	0
Total Financing	0
Financing Gap	0

DETAILS

Project Development Objective (PDO)

Original PDO

The objective of the project is three-fold: (i) strategic clients gain knowledge in, and the motivation to use M&E methods, approaches, tools, and findings; (ii) other M&E capacity providers gain knowledge on evaluation capacity



development (ECD) from CLEAR’s experience on what works and what doesn’t in ECD; and (iii) the CLEAR Center works towards achieving institutional and financial viability.

Summary Status of Financing (US\$, Millions)

TF	Approval	Signing	Effectiveness	Closing	Net		
					Commitment	Disbursed	Undisbursed
TF-A5250	08-Feb-2018	08-Mar-2018	08-Jun-2018	31-Dec-2020	1.34	.53	.81

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No

I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

- (i) The current grant (P160703) was approved in February 2018 to the amount of US\$1,337,000. This is the first closing date extension for this grant since approval.
- (ii) The Restructuring Paper proposes to extend the closing date of the grant (TF0A5250) financing the CLEAR Center for Francophone Africa Phase 2 (P160703) from December 30, 2020 to February 26, 2021. This two-month extension is needed to respond to delays in processing the extension in closing date of the Trustee fund (Multi-Donor Trust Fund for Regional Centers for Learning on Evaluation and Results, TF071407), and to enable the grant to remain active and eligible for a further extension until October 29, 2021 (as discussed and agreed by the Donors¹). The extension of the Trustee’s end disbursement date from June 30, 2021 to April 30, 2022, has been agreed upon and signed by all donors on December 23, 2020, and the separate request for the extension of the project until October 29, 2021 will be submitted in February 2021.
- (iii) The products and services of CLEAR Francophone Africa (FA) are in high demand, both nationally and regionally. With ongoing work to support the Center’s regional footprint, CLEAR FA is set to gain more exposure and demand is expected to increase significantly. Due to implementation delays caused by COVID-19 restrictions on travel and social distancing requirements, as well as management changes in the implementing agency, more time is needed for the project to fulfill its commitments as set out in the grant agreement, and fully achieve the project development objective.

¹ Donors: The African Development Bank (AfDB), the Asian Development Bank (ADB), the Belgian Federal Public Service for Foreign Affairs, International Trade and Development Cooperation, the Inter-American Development Bank (IDB), the Rockefeller Foundation, the Swedish International Development Cooperation Agency (SIDA), the Department for International Development (DfID), the Swiss Agency for Development and Cooperation (SDC), and the World Bank Group (WBG).



- (iv) The most recent ISR from July 2020 rates the overall implementation progress as Moderately Unsatisfactory (MU) and the progress towards achievement of PDO as Moderately Unsatisfactory. The MU rating is due to the difficulties the implementing agency has had in recruiting adequately skilled staff and as a result has been understaffed. The staffing issue has in turn slowed implementation progress, as a limited number of staff handled a high workload. Additionally, failure to recruit a dedicated FM staff as required by the project resulted in some lapses in oversight as reported by the client and followed-up on in a recent FM mission in September, 2020. The risk to the achievement of the development objective was rated as Substantial in the last ISR, a reflection of the FM issues and COVID-19 impacts on some project activities.
- (v) The Center has shown moderate progress in the first two Project Development Objectives (PDOs)², with no signs of progress in the third PDO. Progress on the four PDO indicators³ show that the target has been exceeded on two indicators, while progress remained were under the target on two, as of the ISR from July 2020.
- (vi) To address these issues and ensure the achievement of the PDO, the implementing agency has recently recruited a new Director and several program officers, and the staff number, capacity, and management within the implementing agency has improved substantially. Therefore, disbursements and delivery of outputs are expected to speed up significantly. Furthermore, the hiring of a dedicated Financial Management (FM) officer is imminent, a recruitment agreed upon during the FM mission.
- (vii) A virtual supervision mission will be held in January 2021, which will assess the progress made by the implementing agency since the last ISR. With adequate staffing and an action plan in place (see table 1.1 below), the implementing agency has already made significant progress, and the implementation progress rating and the risk rating will be revised after the upcoming supervision meeting.

² PDO: The objective of the project is three-fold: (i) strategic clients gain knowledge in, and the motivation to use M&E methods, approaches, tools, and findings; (ii) other M&E capacity providers gain knowledge on evaluation capacity development (ECD) from CLEAR's experience on what works and what doesn't in ECD; and (iii) the CLEAR Center works towards achieving institutional and financial viability.

³ PDO indicators: 1: "% of CLEAR FA's strategic clients and M&E capacity providers who rate "increase in knowledge and/or skills" as a result of participating in its training and workshop services, highly". 2: "% of CLEAR FA's strategic clients and M&E capacity providers who rate the extent to which they applied concepts learned (for training services) or adopted recommendations made", and 3: "Number of new knowledge products for strategic clients and M&E capacity providers". 4: "Proportion of non-CLEAR MDTF funds (including fees for services, and cash contributions from donors and host institution) relative to total funds (including CLEAR MDTF and non-CLEAR MDTF)".



(viii) In addition to the remedying actions taken on recruitment, the action plan shows which activities will be undertaken to ensure the successful completion of the project. It spans the current requested extension period, and takes into account the anticipated additional extension of the project until October 29, 2021. It includes strengthening partnerships across the region to address demand for evaluation capacity development (ECD) services that exceeds what any individual organization can meet, and to develop courses and programs on ECD capacity building and M&E training for relevant clients. Furthermore, knowledge generation and sharing will be ramped up. The action plan thus is designed to build on existing activities in order to achieve the project development objective. Table 1.1. shows activities to be undertaken, organized by project components. The components of the project are:

- Component 1: Building a Critical Mass of M&E professionals.
- Component 2: Strengthening M&E systems.
- Component 3: Contributing to the availability and use of new knowledge on M&E and capacity building for M&E
- Component 4: Sustainability and M&E for the project

Table 1.1. Action plan to achieve the PDO.

Sr No	Component	Activity Description	Proposed Timeline (FY21)
1	Component 1	Work on certification programs on topics such as performance budgeting	Q3 – Q4 (FY21) and completed by Q1 FY22
2	Component 1	Work on the development of a master’s program for West African evaluators	Q3 – Q4 (FY21) and completed by Q1 FY22
3	Component 1	Coordinate with regional partners to develop a roster of African evaluators	Q3 – Q4 (FY21) and completed by Q1 FY22
4	Component 1	Coordinate and implement evaluation trainings on an on-demand basis	Q2 – Q4 (FY21) and completed by Q1 FY22
5	Component 1	Coordinate and implement the CLEAR FA yearly training agenda	Q3 – Q4 (FY21) and completed by Q1 FY22
6	Component 2	Support to governments in up to three countries to strengthen government functions related to M&E through M&E diagnostic studies and subsequent targeted capacity development services	Q3 – Q4 (FY21) and completed by Q1 FY22
7	Component 3	Implement a joint round table event with ENAP	Q3 – Q4 (FY21) and completed by Q1 FY22
8	Component 3	Participate in the 2021 gLOCAL Evaluation Week and other international events (AfREA, FIFE, AEA, JBE, SAMEA)	Q4 completion
9	Component 3	Explore opportunities to create a regional space for sharing monitoring and evaluation capacities in public administrations (eg regional forum, conference, etc.)	Q3
10	Component 3	Develop knowledge products through research	Q3 – Q4 (FY21) and completed by Q1 FY22
11	Component 4	Cultivate and strengthen partnerships within the region and the African continent with partners such as CLEAR AA, CLEAR LAB, and the École Nationale d’Administration Publique (ENAP)	Q3 – Q4 (FY21) and completed by Q1 FY22



12	Component 4	Submit biannual Monitoring Tools	Q3 and Q4
13	Component 4	Conduct ISR	One month after restructuring(q3) and Q4
14	Component 4	Participate in monthly CLEAR calls and other Network-wide meetings	Q3 – Q4 (FY21) and conclude by Q1 FY22

II. DESCRIPTION OF PROPOSED CHANGES

- (i) The project closing date will be extended from December 30, 2020 to February 26, 2021. The end disbursement date of the grant is June 30, 2021. The four-month grace period between the project closing date and the end disbursement date of the grant results in a reduced grace period for the recipient, for which the necessary clearances have been secured. This will be the first extension of the closing date for a total of two months. The project will be 3 years old at the time of closing.
- (ii) There is no change in the project’s development objective or components. There are also no changes in safeguard category, in the project’s implementation arrangements, and there are no overdue financial audits and no audit reports that are not acceptable to the Bank.
- (iii) Upon the extension of the parent trust fund, a separate restructuring will be undertaken to provide additional time for implementation (until October 29, 2021), and enable changes to the results framework.

III. SUMMARY OF CHANGES

	Changed	Not Changed
Loan Closing Date(s)	✓	
Disbursement Estimates	✓	
Implementing Agency		✓



Project's Development Objectives		✓
Results Framework		✓
Components and Cost		✓
Cancellations Proposed		✓
Additional Financing Proposed		✓
Reallocation between Disbursement Categories		✓
Disbursements Arrangements		✓
Change in Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Implementation Schedule		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)

LOAN CLOSING DATE(S)

TF	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
TF-A5250	Effective	31-Dec-2020		26-Feb-2021	26-Apr-2021



DISBURSEMENT ESTIMATES

Change in Disbursement Estimates

Yes

Expected Disbursements (In US\$)

Fiscal Year	Annual	Cumulative
2018	0.00	0.00
2019	207,014.34	207,014.34
2020	243,180.40	450,194.74
2021	886,805.26	1,337,000.00