

**CALL FOR EXPRESSIONS OF INTEREST
To host the CLEAR Center in Francophone Africa**

CLEAR (Centers for Learning on Evaluation and Results) is a multiregional program, whose goal is to contribute to strengthening the monitoring, evaluation, and results-based management capacity of countries to attain development outcomes. To achieve its goal, CLEAR supports academic institutions in establishing a demand-based, regional, customized, and sustainable approach to capacity building - including training, technical assistance, and advisory and evaluation services - for governments and civil society. CLEAR is already operating in Anglophone Africa, East Asia, and South Asia.

CLEAR is supported by the African Development Bank; the Asian Development Bank; the Federal Public Service for Foreign Affairs; International Trade, and Development of the Kingdom of Belgium; the Rockefeller Foundation; the Swedish International Development Agency; UK's Department for International Development; and the World Bank. The Initiative's Secretariat is housed at the Independent Evaluation Group (IEG) of the World Bank Group.

CLEAR is inviting expressions of interest (EOIs) from academic institutions (universities, think tanks, and consortiums of institutions) to host a CLEAR Center in Francophone Africa.

CLEAR expects to contribute approximately USD 350 thousand per year, for a period of three years, to help the selected institution deliver capacity building services that meet the needs of government and civil society and that adhere to international quality standards.

The selected center will initially provide demand-based training to government and civil society in M&E for a number of countries in Francophone Africa. Several courses will be available through CLEAR, such as Impact Evaluation, Performance-Based Budgeting, Rapid Evaluations, initially in a train-the-trainer model. These courses can be customized for use in the region depending on the audience and demand for such courses. The regional center will be responsible for assessing demand and targeting training to ensure participation of appropriate stakeholders from across the region. At least 50 percent of the participants (overall in one year, not necessarily in one course) must be from countries other than the one in which the center is based. Contingent on performance and the availability of funds, the center will be supported to provide other capacity development, technical assistance, and advisory services (such as conducting evaluations) at a later date, based on demand for these services. Ideally, the first course will be delivered by the end of March, 2012.

The Francophone Center will be selected through a two-stage process. A selection committee will shortlist applicants based on the EOIs they provide. The shortlisted institutions will be invited to present full proposals for the final selection. **The deadline to submit EOIs is Monday May 23. All EOIs must be submitted in English.**

Information on CLEAR and instructions for submitting the EOI is available at www.theclearinitiative.org

Requests for further information should be sent to clear@worldbank.org [Attention: Ms.Arianne Wessal, Independent Evaluation Group (IEG), the World Bank Group]



REQUIREMENTS FOR SUBMITTING EXPRESSIONS OF INTEREST [EOIs]

1. BASIC INFORMATION
A. Name of the Institution or lead Institution in the consortium [Please note that it must be an academic institution]
B. Country in Francophone Africa where the head office is located
C. Postal address
D. E-Mail address
E. Telephone
F. Fax
G. Please provide the same information for the other institution(s) in the consortium
2. Statement of Interest (limit: 200 words)
Please explain your institution's interest in the CLEAR initiative. Please include your institution's plans to form a consortium (if applicable) and what value the additional institutions would bring to the consortium. [Briefly mention whether the relationship with the other institutions in the consortium is already in effect and functioning, if it is in formation for this initiative or if it is a prospective idea.] The statement of interest must be presented and signed by the head of the institution or of the department or faculty interested in hosting the center.
10 points
3. Legal Status of the Institution
Please provide a scanned copy of the official documentation establishing the institution; nature of the institution (e.g., academic institution accredited by the Education Ministry, think tank, and so forth) and type of institution (e.g., for profit, not for profit). This information is required only for the lead institution, initially.
[No points. Being a legally established entity is a basic minimum requirement]
4. Financial Stability
Please provide a scanned copy of the last two financial audit reports for the institution (for the lead institution only). Please also provide a summary of the sources of revenue for the institution for the current fiscal year.
[No points. Financial stability is a basic minimum requirement]
5. Experience and Capacity in Monitoring, Evaluation, and Performance Management (past two years – January 2009 to present) (limit: 300 words, excluding CVs)
Provide a list of degrees, certificates, courses, and training (pre-service or in-service; long- or short-term) offered by the institution in monitoring and evaluation (M&E) and performance management (PM); short descriptions of key advisory and technical services provided related to M&E and PM; and a list of evaluations conducted. Please indicate the dates and clients for each of these services.
Provide a maximum of five CVs of members of the organization involved in these activities. These must be permanent professional staff at the institution who would be expected to work with the CLEAR program.
40 points
6. Assessment of Demand for Additional Monitoring, Evaluation, and Performance Management Capacity Services (limit: 300 words)

Please provide a brief assessment of the M&E and PM capacity development services needed and being requested in countries in Francophone Africa. Please note the types of services being requested, as well the names of agencies, government institutions, and civil society that need or are requesting these services. Please provide an overview of how your institution has been able to respond to such needs and requests thus far, and a brief statement on how the institution would like to fulfill these needs/requests, going forward.

30 points

7. Experience in Management of Regional or Multi-country Capacity Development Programs (past two years - January 2009 to present) (limit: 300 words)

Provide a short statement on relevant experience in managing regional/multi-country programs in capacity development. It should include key information on specific topics/content of the capacity development programs (i.e., training programs, workshops, conferences, roundtables, etc.), form of delivery (at your institution or at other institutions, distance training, etc.), number and types of participants (e.g., central government officials, NGOs, etc.) and their country of residence, program sponsors/collaborators (including the fee charged), location of the program, names of key trainers/program leaders, and language(s) in which the program(s) were conducted.

Please also describe the facilities available to the institution (including conference halls, number of classrooms, number of participants who can be accommodated, access to computing and distance learning facilities, connectivity to the Internet, etc.). In addition, provide information on partner institutions' facilities (if you plan to form a consortium). Please provide information regarding staff who organize and manage such programs.

Please also list formal or informal partnerships with networks and national, regional, or international organizations.

20 points

SUBMITTING THE EXPRESSION OF INTEREST AND OBTAINING FURTHER INFORMATION

1. Documents must be received no later than **May 23, 2011**. Please send your EOIs electronically, to clear@worldbank.org [Attention: Ms. Arianne Wessal]
2. All Expressions of Interest must be submitted in **English** using this form and maintaining its settings (font, margins, page size, etc.). Submissions need to be in word format (except for the scanned documents). The files should be labeled as nameinstitution_EOI.doc, nameinstitution_Annexes.doc, nameinstitution_Scanneddocuments.doc. **Submissions missing legal or financial documents, and that exceed the word limit will not be considered.**
3. Additional information on the CLEAR Initiative can be found at www.theclearinitiative.org
4. **For questions or further information please contact:** clear@worldbank.org [Attention: Ms. Arianne Wessal]

Next Steps

Institutions or consortiums whose EOIs are shortlisted will be invited to submit a full proposal. The requirements of the full proposal include:

- an evidence-based assessment of government and civil society demand for M&E and PM training in the region, an overall strategy in response to the demand, in the context of the assessment;
- a specific work program and budget for the first year and a business plan for the following years, describing how services provided fit into the institution's longer-term M&E capacity building strategy (CLEAR will provide a template);
- a staffing and a program management plan, including academic profiles of the proposed team, management of the program, and a monitoring and evaluation plan.

In addition, the CLEAR Secretariat will also visit all short-listed institutions.

The proposals will be assessed by an independent selection committee. Further information on the requirements for the full proposal will be communicated to the shortlisted institutions.

REGIONAL CENTERS FOR LEARNING ON EVALUATION AND RESULTS (CLEAR)

CLEAR is a global initiative aimed at strengthening developing countries capacities in monitoring and evaluation (M&E) and performance management (PM). The initiative is being supported by the African Development Bank, Asian Development Bank, the Federal Public Service for Foreign Affairs, International Trade, and Development of the Kingdom of Belgium, the Rockefeller Foundation, the Swedish International Development Cooperation Agency, United Kingdom's Department for International Development, and the World Bank.

CLEAR responds to increasing government demands for applied M&E and PM capacity-building support and to the current limited availability of relevant services in Latin America, Africa, East Asia, and South Asia. These factors limit countries to depend on international supply, which is expensive, untimely, and not necessarily customized to their specific needs. The CLEAR initiative responds to these needs with two key components: (1) **regional centers** to provide applied in-region training, technical assistance, and evaluation work, and (2) **global learning** to strengthen practical knowledge-sharing on M&E and PM across regions, on what works, what does not work, and why.

Regional Centers

CLEAR supports regional institutions to host the centers. CLEAR competitively selected the University of Witwatersrand in South Africa to host the center for Africa and the Institute for Financial Management and Research in India to host the center for South Asia. The Asia Pacific Finance and Development Center in China is also part of the CLEAR program in East Asia. Centers in other regions will also be selected competitively.

CLEAR will support the centers for three to five years to help them achieve international quality standards and to reach financial self-sufficiency within that period. The centers will provide demand-driven and cost-effective services specific to each region. Government agencies, development institutions, donors, and civil society organizations, among other clients, will be able to access regionally based high-quality knowledge and expertise.

The centers will focus on several aspects of M&E capacity development services:

Training. The centers will develop substantive content and resources and deliver core courses on topics relevant to the specific needs of client countries, including design and implementation of M&E systems, impact evaluations, rapid applied evaluations, performance budgeting, and performance information management, among others. The unique aspect of these courses will be their strong focus on actual experience—drawing on cases and good practices in the region. Courses will be customized to meet the knowledge and skill needs of experts (e.g., evaluators, technicians, specialists) and practitioners (e.g., government officials, decision makers, and civil society organizations). The centers will also design on-demand courses to meet currently unfulfilled needs for “how-to” knowledge on other related topics.

Advisory services. Technical advice and assistance on the most innovative and relevant M&E and PM tools, methods, and approaches will be offered through the centers. Services will include on-demand support and on-the-job technical guidance regarding: the design and implementation of M&E and performance budgeting systems and results frameworks, the planning and application of different types of evaluations, and the formulation and implementation of government reforms to strengthen the results-oriented focus.

Evaluation and innovation. A key aim of the CLEAR initiative is to help strengthen the quality of evaluation work and the availability of qualified evaluators in each region. The centers will develop their own technical capacities to conduct evaluations using varied and advanced methodologies and will be able to sell these services. Working with local government officials and professionals to conduct evaluations will also serve to expand the pool of professional evaluators. The centers will work with clients and carry out innovative analytical work, which will increase the pool of region-specific research and development in the field.

Global Learning

CLEAR promotes the transfer of capacities, learning, and cooperation by building strong multiregional networks through the centers. Countries face similar challenges and increasingly seek their peers' and neighbors' knowledge and experience on how to solve common design, implementation, and institutionalization problems. They also seek good practice standards from advanced countries. CLEAR's global approach aims to help centers in different regions to acquire global technical knowledge and compare and share knowledge on the effectiveness of specific tools and interventions in different settings (e.g., countries, regions, sectors). The initiative tackles these objectives by supporting two sets of activities:

Dissemination and institutionalization of global technical standards. To become successful capacity development and knowledge organizations, the centers need to develop technical capacities and abilities to understand client needs and to help them introduce customized solutions, based on international standards, trends, and practices. CLEAR will serve as a repository and broker of technical know-how. CLEAR will organize an annual global learning forum that brings together the CLEAR centers and their stakeholders to address key issues and challenges in M&E, both technical and institutional, and to develop solutions as a dynamic network. CLEAR will also develop courses and other technical resources that benefit the centers and their clients.

Strengthening of informal communities of practice. The informal exchange of technical and practical knowledge with peers is essential to a successful knowledge network. CLEAR will support peer-to-peer learning among centers and further development of informal M&E and PM Communities of Practice in each region. It will facilitate the participation of experts and professionals from the different regions at international conferences, regional seminars, and meetings of specialists and professionals in the field.

Selection Process

CLEAR centers in Africa and South Asia were selected competitively. Additional centers in Latin America and other regions will also be selected based on a transparent and open competitive process.

Governance

CLEAR's governance structure includes a Board, comprising representatives from the donor organizations supporting the program, and a Secretariat, which is housed at the Independent Evaluation Group (IEG) of the World Bank Group. The Board will be expanded to include senior representatives from governments, academic institutions in the regions in which the centers are based. The centers will also establish Regional Advisory Councils to provide guidance and support. Council members will be representatives from evaluation associations, civil society organizations, government, and academia. This governance structure ensures diversity, country input, and stakeholder support.

