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Enabling poor rural people
to overcome poverty

President's report on a proposed grant under the global/regional grants window to a non- CGIAR-supported international centre – 2iE

Note to Executive Board representatives

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Abbreviations and acronyms

AWP/B	annual workplan and budget
2iE	International Institute for Water and Environmental Engineering (<i>Institut International d'Ingénierie de l'Eau et de l'Environnement</i>)
M&E	monitoring and evaluation
RBM	results-based management
WCA	West and Central Africa

Recommendation for approval

The Executive Board is invited to approve the recommendation for a grant under the global/regional grants window to a non-CGIAR international centre, as contained in paragraph 7.

President's report on a proposed grant under the global/regional grants window to a non-CGIAR-supported international centre – 2iE

I submit the following report and recommendation on a proposed grant for agricultural research and training to a non-Consultative Group on International Agricultural Research (CGIAR)-supported international centre in the amount of US\$1.6 million.

Part I – Introduction

1. This report recommends the provision of IFAD support to the research and training programme of the International Institute for Water and Environmental Engineering.
2. The document of the grant for approval by the Executive Board is contained in the annex to this report:

International Institute for Water and Environmental Engineering (2iE):
Upgrading Leadership and Results-based Management Skills for IFAD-financed Programmes in West and Central Africa
3. The objectives and content of this applied research programme are in line with the evolving strategic objectives of IFAD and the Fund's policy for grant financing.
4. The overarching strategic goal that drives the Revised IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2009, is to promote successful and/or innovative approaches and technologies, together with enabling policies and institutions, that will support agricultural and rural development, empowering poor rural women and men in developing countries to achieve higher incomes and improved food security.
5. The policy aims to achieve the following outputs: (a) innovative activities promoted and innovative technologies and approaches developed in support of IFAD's target group; (b) awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, this target group; (c) capacity of partner institutions strengthened to deliver a range of services in support of poor rural people; and (d) lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction promoted among stakeholders within and across regions.
6. The proposed programme is in line with the goal and outputs of the revised IFAD grant policy. Through the planned training activities, the programme will strengthen the capacity of partner institutions to deliver services in support of poor rural people (output (c)). Furthermore, it will promote lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction (output (d)), particularly by ensuring a basic, unified and flexible monitoring and evaluation system, which will integrate the Results and Impact Management System (RIMS) and be in line with national systems.

Part II – Recommendation

7. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, the programme for Upgrading Leadership and Results-based Management Skills for IFAD-financed Programmes in West and Central Africa, shall provide a grant not exceeding one million six hundred thousand United States dollars (US\$1,600,000) to the International Institute for Water and Environmental Engineering (2iE) for a programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Kanayo F. Nwanze
President

International Institute for Water and Environmental Engineering (2iE): Upgrading Leadership and Results-based Management Skills for IFAD-financed Programmes in West and Central Africa

I. Background

1. IFAD's West and Central Africa (WCA) Division is responsible for more than 50 rural and agricultural development projects and programmes in 23 countries in the region. These operations contribute to IFAD's goal of enabling poor rural people to improve their food security, raise their incomes and strengthen their resilience. They do so by building profitable farm and non-farm enterprises that are sustainable and well integrated into local, national and global value chains, and that can generate opportunities for wealth creation and employment in rural areas. In its Strategic Framework 2011-2015, IFAD has identified five strategic objectives underpinning the achievement of its goal:
 - More resilient natural resource and economic asset bases for poor rural women and men;
 - Enhanced access of poor rural women and men to services;
 - Strengthened capabilities of individual poor rural women and men and their organizations to take advantage of market opportunities;
 - Strengthened capabilities of poor rural women and men to influence the policies and institutions that affect their livelihoods; and
 - Enabling institutional and policy environments for rural economies.
2. Project performance is central to the achievement of IFAD's goal and strategic objectives. Recognizing that project performance can be improved through better project management, the WCA Division has made results-based management (RBM) the focus of its portfolio implementation strategy, and RBM capacity-building a key element of its project support. The Division is therefore investing in developing the capacities of project personnel, partners and beneficiaries in areas that are at the core of RBM: monitoring and evaluation (M&E); learning and knowledge management; project management capacity; leadership; and organizational management.
3. Although the 2012/2013 Portfolio Performance Report records some improvement over previous years, it notes that a number of challenges continue to undermine project performance and thus project impact in WCA. The report links overall poor performance to weaknesses in key areas of project management, notably: (i) weak planning capacity, as shown in the poor coherence between annual workplans and budgets (AWP/Bs) and implementation progress; (ii) poor performance of M&E functions and systems, impeding their effective use as management tools; and (iii) ineffective leadership skills (team work, human resources management, transparency, partnership-building, etc.). These weaknesses need to be addressed in order to improve IFAD's impact on reducing rural poverty and improving the livelihoods of the rural poor in WCA.

II. Rationale and relevance to IFAD

4. The proposed grant is fully aligned with IFAD's corporate agenda. It contributes to the development objectives set out in the IFAD Strategic Framework 2011-2015 and is consistent with IFAD's overall grant policy. It is also in line with the WCA Division's grant strategy, which places priority on capacity-building for improved RBM.

5. Two of the four objectives set out in IFAD's grant policy will be pursued:
 - Capacity of partner institutions strengthened to deliver a range of services in support of poor rural people; and
 - Lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction promoted among stakeholders within and across regions.

III. The proposed programme

6. The overall goal of the programme is to contribute to improving project performance and impact in terms of rural poverty alleviation of IFAD-financed operations in WCA. The development objective is to strengthen the skills of WCA project/programme managers/coordinators and main partners, including government staff, in the key challenge areas affecting project performance and impact. Outputs will include: (i) stronger leadership skills (participatory and transparent, team-oriented, open to external partners, etc.); (ii) more effective results-based project management; (iii) more realistic strategic planning (based on lessons and experiences) that is also geared towards sustainability; and (iv) more effective use of M&E as a management tool to improve performance and learning.
7. The target group comprises IFAD project managers/coordinators and key implementing partners including government staff in WCA countries, and staff of IFAD-funded projects and programmes in WCA, with an emphasis on newly launched operations.
8. The programme will be of a three-year duration and will comprise two main activities. It will (i) design training modules in project leadership and RBM and, using these, train some 300 project staff and partners; and (ii) formulate and make available M&E tools specifically designed for IFAD-funded projects.

IV. Expected outputs and benefits

9. The chief outcome of the proposed grant is a steady and widespread improvement within WCA's portfolio of projects and programmes. This will be the result of better trained staff who are better able to carry out their duties, and who have a heightened awareness of gender issues. The key outcome indicator will be project status report ratings, which are updated after every supervision mission and used in the annual portfolio review meeting. By programme end, the ratings for (i) performance of M&E systems and (ii) coherence between AWP/Bs and implementation are expected to have increased from 3.7 in 2013 to above 4 in 2016.
10. The proposed grant programme comprises a coherent set of tightly integrated activities, including: (i) a mix of participatory formal training and peer-to-peer learning; (ii) periodic follow-up workshops where trainees can share experiences with their peers; (iii) the fostering of exchange programmes and networking among projects and partners in the region; and (iv) on-the-job visits and coaching to ensure continuity of support to the projects most in need.

V. Implementation arrangements

11. The recipient, 2iE, will be solely responsible for implementing grant activities. The institution is based in Burkina Faso and has been selected as grant recipient given (i) its presence in 16 countries in the WCA region, (ii) its innovative methodology and wide range of training tools, and (iii) its strong knowledge of agriculture and rural development in the region. It is also currently working on M&E within the Regional Centers for Learning on Evaluation and Results (CLEAR) program (initiated by the World Bank). IFAD will be responsible for supervising the grant programme.

12. The programme will contribute to addressing the requirements of the Ninth Replenishment of IFAD's Resources (IFAD9) in terms of improved documentation of the impact of IFAD-financed projects and programmes on poverty and on household livelihoods. The progress reports and knowledge products produced by 2iE will be used as resource materials for articles on experiences and lessons learned to be published online and/or in other media. The learning agenda will include: (i) the design, testing and production, in English and in French, of learning materials, handbooks, manuals and other knowledge products during the grant period; and (ii) three half-yearly reports, two annual reports, and a third and final consolidated report on the activities carried out and the corresponding results in terms of outcomes and outputs. It is anticipated that the grant will increase interest in and understanding of the crucial importance of competent RBM at country level. The networks fostered to encourage the sharing of experiences are expected to stimulate an intense cross-fertilization of ideas among projects and their partners.
13. Funds will be transferred to 2iE in accordance with the provisions of the grant agreement. Disbursement will be made on the basis of approved AWP/Bs. Disbursements will be channelled through a revolving fund facility. Second and subsequent advances will be paid upon justification of the previous advances. The recipient will submit audited financial statements to IFAD on a yearly basis and a final audit report at programme completion covering the entire programme implementation period.

VI. Indicative programme costs and financing

14. The total programme cost is about US\$1.9 million, of which US\$1.6 million will be covered by IFAD through the grant and US\$296,500 cofinanced by 2iE.

Summary of budget and financing plan (in United States dollars)

<i>Number</i>	<i>Type of expenditure^a</i>	<i>IFAD</i>	<i>Cofinancing^b</i>
1	Salaries and allowances	18 000	
2	Consultancies	15 000	
3	Travel and allowances	119 000	
4	Goods, services and inputs	84 828	
5	Workshops	494 200	
6	Training	713 500	
7	Overheads (9.5%)	155 472	
	Total	1 600 000	296 500

^a The types of expenditure are indicative only and may be modified, as appropriate, to suit recipient accounting structures.

^b Where applicable

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Contribute to improving the performance and impact in terms of rural poverty alleviation of IFAD financed operations in WCA	Steady improvement in WCA's overall project implementation progress, as measured in the annual Portfolio Performance Review report	PSR ratings for project management at an average of ≥ 4 at the end of the programme	
Objectives	<ol style="list-style-type: none"> 1. Train core project staff in M&E, strategic planning/management and leadership 2. Carry out specific support missions for projects with particular needs. 3. Produce a "valise pédagogique" for trainers in order to increase outreach and results of training sessions 4. Sensitize policy-makers working with projects about the importance and use of M&E in projects 5. Ensure a very basic and simple unified M&E system is proposed, with full integration of RIMS and in line with national systems 6. Create a community of practice amongst training participants 	<ol style="list-style-type: none"> 1. Numbers of training organized 2. number of workshops carried out on good practices exchanged amongst IFAD project staff 3. number of technical support missions carried out for projects with particular needs 4. Availability of a "valise pédagogique" 5. number of sensitization sessions organized to inform policy-makers 6. Availability and functionality of a harmonized M&E system 7. Activities and exchanges between programme beneficiaries on the online training site 8. Availability of online support to trainees 	<ol style="list-style-type: none"> 1. Platform activity reports 2. Programme progress reports 3. Mission reports 4. Availability of a "valise pédagogique" 5. Sensitization and information sessions reports 6. System installations and running reports 	<ol style="list-style-type: none"> 1. Unavailability of trainees for the whole training period 2. Weak engagement and motivation of trainees and policy-makers 3. Difficult access to a well-functioning internet connection
Outputs	<ol style="list-style-type: none"> 1. 100 participants trained per year 2. One very basic and simple unified M&E system proposed, with full integration of RIMS and in line with national systems 3. A follow-up to trainings system is functional 4. Four workshops on good practice exchanges organized each year 5. Technical support missions to IFAD projects organized every year 6. Twenty five staff to participate in study travel each year 	<ol style="list-style-type: none"> 1. Number of certificated and diplomas delivered 2. Existence and functionality of a flexible M&E system 3. Number of projects using the above-mentioned system 4. Number of exchange sessions held online as follow-up to trainings 	<ol style="list-style-type: none"> 1. Training list of participants 2. Progress reports 3. Mission reports 	Limited available financing (in time)
Key Activities	<ol style="list-style-type: none"> 1. Training designed and carried out for some 300 IFAD project staff/partners 2. Formulation and availability of M&E tools specifically designed for IFAD projects 	<ol style="list-style-type: none"> 1. Number of support tools developed 2. Number of hours of trainings carried out 3. Number of diplomas delivered 4. Number of projects supported 5. Number of platforms, reports and tools developed and diffused 	<ol style="list-style-type: none"> 1. Progress reports 2. Completion report 3. List of diplomas consigned 4. Mission reports 5. Report and listing of disseminated materials 	