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Investing in rural people

President's report on a proposed grant under
the global/regional grants window to the
Centro de Investigación y Docencia
Económicas A.C. for the
Training and Global Certification Framework
for Monitoring and Evaluation and Impact
Assessment in Rural Development

Note to Executive Board representatives

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For: Approval

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed grant as contained in paragraph 24.

President's report on a proposed grant under the under the global/regional grants window to the Centro de Investigación y Docencia Económicas A.C. for the Training and Global Certification Framework for Monitoring and Evaluation and Impact Assessment in Rural Development

I. Background and compliance with IFAD Policy on Grant Financing

1. This report recommends the provision of an IFAD grant in the amount of US\$3.5 million under the global/regional grants window to Centro de Investigación y Docencia Económicas A.C. (CIDE) in Mexico, under the umbrella of the Centers for Learning on Evaluation and Results (CLEAR) Initiative, for the Training and Global Certification Framework for Monitoring and Evaluation and Impact Assessment in Rural Development. The grant proposal document is contained in the annex to this report.
2. Successive international partnerships and declarations have reinforced the central importance of measuring results and ensuring accountability for how taxpayers' money is put to use in development cooperation. In this context, IFAD developed the Results and Impact Measurement System (RIMS), which was approved by the Executive Board in 2003. RIMS has since been instrumental in expanding IFAD's ability to track and monitor results at the project level, and in promoting a culture of performance management. Moreover, in line with increasing international attention to achieving and documenting results, during the Ninth Replenishment of IFAD's Resources (IFAD9) period (2013-2015), IFAD launched a comprehensive impact assessment initiative (IAI). The IAI aimed to achieve more rigorous quantitative measurement of the impact of IFAD's operations. The final report of the IFAD9 IAI was presented to the Executive Board in April 2016.
3. The IAI confirmed the magnitude of many of the longstanding challenges in monitoring and evaluation (M&E), in particular, prevailing weak capacities among government partners in the technical areas of baseline data collection, analysis and reporting of project implementation data, and the preparation of project completion reports and impact assessments, which are essential to credibly determine and document lasting changes promoted by IFAD-financed projects in the lives of the rural poor.
4. To tackle these challenges, IFAD is embarking on a number of initiatives to upgrade its self-evaluation systems, instruments and processes. These initiatives will be conducted under the overall umbrella of a Development Effectiveness Framework (DEF), which aims to holistically and systematically address the multiple challenges encountered over the years. The DEF has several components, such as improving project logical frameworks, strengthening data collection systems, improving M&E human resource capacity, etc. that together intended to strengthen, within IFAD and its partners alike, a results-orientated culture throughout project life cycles, with a view to ultimately improving IFAD's development effectiveness.

5. The overarching aim of this grant to CIDE is to significantly expand and add value to efforts to close data gaps by strengthening and enhancing country and regional capacities in the collection and management of data on issues relevant to IFAD.
6. In particular, the programme aims to customize an M&E and impact assessment curriculum and develop a corresponding certification framework to train and certify project staff in all IFAD-supported projects to improve in-country M&E capacities. Strengthening the M&E capacity of counterparts will put greater emphasis on robust data collection, analysis and reporting, and on the use of data for evidence-based decision-making to improve development effectiveness and sustainability.
7. Moreover, the knowledge resources developed through the project and the evidence generated on the added value of certification will be documented and shared through the knowledge management component, contributing to the inherent public good nature of this programme.
8. The proposed programme is in line with the goal and objectives of the IFAD Policy for Grant Financing (2015).¹ This programme contributes to two specific objectives of IFAD's Policy for Grant Financing: (i) strengthen partners' institutional and policy capacities; and (ii) generate and share knowledge for development impact. It is in line with the commitment of the Consultation on IFAD10 to strengthen M&E and improve results measurement.
9. The programme supports priority area III of IFAD's corporate strategic guidance for grant funding in 2016 – better results measurement through improved M&E systems.
10. Given IFAD's expertise and comparative advantage in agriculture and rural development work, it is well positioned to lead in the pioneering establishment of a curriculum and global certification framework for M&E and impact assessment to address the prevalent gap in the agriculture and rural development sector.

II. The proposed programme

11. The overall goal of the programme is to improve results and impact of IFAD's interventions in the rural development sector.
12. The programme objective is to improve data collection and results measurement for informed decision-making. This will be achieved by establishing a high quality and sustainable global "M&E and Impact Assessment in Rural Development" training programme that will be used as a benchmark to certify IFAD project staff and staff of counterpart organizations, governments, and other rural development professionals.
13. The direct target group (sponsored participants) of the programme comprises project staff (i.e. project management unit (PMU) staff) in all ongoing IFAD-supported projects (excluding those within one year from completion). This includes M&E officers and/or project managers as nominated by country programme managers in each recipient country. The indirect target group (self-paying participants) comprises IFAD staff, consultants, government officials, development partners and development professionals. The proposed programme will adopt a train-the-trainer model to develop a cadre of trainers in the regional centres so as to ensure global sustainability, consistency and knowledge sharing.
14. The duration of the programme will be 36 months and comprise the following main components:
 - (a) Curriculum customization: Under this component, the IFAD-specific curriculum focusing on M&E and impact assessment in agriculture and rural development developed by the Evaluators' Institute at Claremont Graduate

¹ See EB 2015/114/R.2/Rev.1.

University, a world renowned provider of M&E and impact assessment training to development professionals, will be refined and customized in consultation with all relevant stakeholders and trainers.

- (b) Certification process and framework development: Under this component, extensive consultations with experts in certification as well as independent research will be conducted to establish a high-quality global certification framework that sets the standard for M&E and impact assessment certification in rural development.
- (c) Delivery and roll-out of training and certification: This component will ensure the roll-out of the training in regional locations in the appropriate languages. The training will be structured in modules, each with a corresponding certification level. All direct beneficiaries will receive full sponsorship (including travel and accommodation) to complete the compulsory foundation-level courses, and full tuition sponsorship for the optional advanced M&E and specific impact assessment level courses.
- (d) Knowledge management and e-learning: Knowledge management will form an important part of the programme through the documentation, maintenance and dissemination of the knowledge generated throughout. The programme will be equipped with a knowledge-sharing and learning platform, including complementary e-learning courses.

III. Expected outcomes/outputs

- 15. The programme is expected to have the following outcomes/outputs:
- 16. Outcomes:
 - (a) Increased M&E capacity and high M&E standards established in the rural development sector; and
 - (b) Establishment of a recognized and sustainable global certification practice for M&E in rural development that is credible and high in quality.
- 17. Outputs:
 - (a) Rural development-focused M&E and impact assessment curriculum developed (translation of curriculum and materials into four languages: Arabic, English, French and Spanish);
 - (b) Certification plan and framework for M&E and impact assessment in rural development;
 - (c) Up to 300 project staff trained and certified (i.e. direct beneficiaries, disaggregated by gender);
 - (d) Self-paying participants trained and certified (i.e. indirect beneficiaries, disaggregated by gender); and
 - (e) Knowledge repository developed, populated and maintained to share knowledge generated through the programme.

IV. Implementation arrangements

- 18. The CLEAR network will implement the proposal. The CLEAR network is a donor-funded multi-country initiative established in 2010 with the objective of "developing capacities to develop capacity" with a view to filling the significant gap in M&E capacities at the regional and local levels. CLEAR's organizational structure incorporates local centres and institutions selected through a rigorous and thorough competitive process to ensure the quality of host institutions.
- 19. The CLEAR network selected CIDE in Mexico, the host institution of the CLEAR Initiative in Latin America, as the main implementing agency for this grant-financed

programme due to its requisite project and financial management capacities and track record of academic excellence. CIDE will engage with all CLEAR centres, including the University of Witwatersrand Johannesburg, African Centre for Advanced Management Studies Centre, Asia-Pacific Finance and Development Institute, Jameel Poverty Action Lab South Asia at the Institute for Financial Management and the São Paulo School of Economics at the Getulio Vargas Foundation. CIDE will be responsible for managing the IFAD grant and coordinating all activities under the programme.

20. CIDE will receive the grant funds from IFAD, as advances of up to 50 per cent of the approved annual work plan and budget (AWP/B), in a designated account in United States dollars opened for this purpose. CIDE will enter into separate sub-agreements, to be approved by IFAD, with each of the other five CLEAR centres regarding the disbursement of these funds in accordance with their respective AWP/Bs and contingent on the number of sponsored participants enrolling at each centre. Each centre will also be responsible for adhering to financial management, procurement, audit and other related IFAD requirements. Additional advances shall be released based on the submission of statements of expenditures accounting for 75 per cent or more of the previous advance (and 100 per cent of any preceding advance). As the focal point, CIDE will be responsible for providing consolidated financial reports and audits to IFAD.
21. There are no deviations from the standard procedures for financial reporting and audits.

V. Indicative programme costs and financing

22. Total programme costs are estimated at US\$4,105,000, including US\$3,500,000 funded by an IFAD grant and US\$605,000 cofinancing in kind from the CLEAR network (including CIDE, CLEAR Global Hub and the CLEAR regional centres).
23. The programme budget will be utilized over 36 months. Component 3 accounts for the majority of programme costs, at 76 per cent, and includes scholarships for training and certification of the 300 participants from ongoing projects. The remaining costs are divided as follows: 5 per cent for component 1; 1 per cent for component 2; 7 per cent for component 4; and 10 per cent for management, administration and M&E.

Table 1
Costs by component and financier
(United States dollars)

<i>Components</i>	<i>Contribution in kind (CIDE, CLEAR Global Hub, CLEAR regional centres)</i>		<i>Total</i>
	<i>IFAD</i>		
1. Curriculum customization	174 000	100 000	274 000
2. Certification process and framework development	35 000	100 000	135 000
3. Delivery and roll-out of curriculum and certification	2 675 000		2 675 000
4. Knowledge management and e-learning	235 000	200 000	435 000
5. Administration/coordination/M&E	381 000	205 000	586 000
Total	3 500 000	605 000	4 105 000

Table 2
Costs by expenditure category and financier
 (United States dollars)

<i>Expenditure category</i>	<i>IFAD</i>	<i>Contribution in kind (CIDE, CLEAR Global Hub, CLEAR regional centres)</i>	<i>Total</i>
1. Goods, services and inputs	541 000	25 000	566 000
2. Salaries and allowances	480 000	400 000	880 000
3. Consultancies	834 000		834 000
4. Training expenses	108 000		108 000
5. Travel and allowances	1, 62 000		1 362 000
6. Overheads	175 000	180 000	355 000
Total	3 500 000	605 000	4 105 000

VI. Recommendation

24. 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 Training and Global Certification Framework for Monitoring and Evaluation and Impact Assessment in Rural Development, shall provide a grant in the amount of three million five hundred thousand United States dollars (US\$3,500,000) to the Centro de Investigación y Docencia Económicas A.C. for a period of 36 months and 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

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	Improved results and impact in the rural develop sector		Independent assessment arranged by IFAD Monitoring and portfolio data from IFAD	Other efforts to improve M&E are implemented in parallel including strengthening country M&E systems.
Objectives	Improved data and results measurement for informed decision making	% increase in the number of projects with improved M&E ratings	QAG Ratings at QA ARRI RIDE	The project staff who attend the training are performing M&E roles.
Outcomes	Outcome 1: Increased M&E capacity and high M&E standards established in the rural development sector Outcome 2: Establishment of a recognized and sustainable global certification practice for M&E in rural development that is credible and high in quality	% of participants and managers reporting improved M&E in projects % increase in external participants enrolling in the training	Tracer Survey Participant Database	Project staff stay in their roles throughout the duration of the training and project implementation. Demand amongst other MDBs and organizations Integration of the curriculum with the M&E courses offered at the CLEAR centers will be a determinant of the sustainability of the curriculum.
Key Activities/ Outputs	Component 1 – Curriculum Customization: Rural development-focused M&E and impact assessment curriculum developed	Curriculum and Materials (translated in four languages: Arabic, English, French and Spanish)		Timely approval and disbursement of funds.

	<p>Component 2 – Certification Process and Framework Development: Certification plan and framework for M&E and impact assessment in rural development</p> <p>Component 3 – Delivery and Roll-out of Curriculum and Certification: Up to 300 project staff trained and certified (direct beneficiaries)</p> <p>Self-paying participants trained and certified (indirect beneficiaries)</p> <p>Component 4 – Knowledge Management: Knowledge repository developed</p>	<p>Certification Framework Report</p> <p>Number of participants certified (disaggregated by gender)</p> <p>Number of participants trained (disaggregated by gender)</p> <p>Number of participants certified (disaggregated by gender)</p> <p>Number of participants trained (disaggregated by gender)</p> <p>Number of people accessing the repository (disaggregated by internal and external)</p> <p>Production and dissemination of five learning products on 'how to' and 'what works'</p>	<p>Participant Database</p> <p>Participant Database</p> <p>Tracking of traffic on online knowledge repository</p>	
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