

Document: EB 2019/LOT/G.3  
Date: 25 September 2019  
Distribution: Public  
Original: English

**E**



Investing in rural people

## **President's report**

### **Proposed global/regional grant to**

### **Centro de Investigación y Docencia Económicas A.C.**

### **Global Certification Framework for Monitoring and Evaluation in Rural Development – Program in Rural M&E (PRiME Phase II)**

#### **Note to Executive Board representatives**

Focal points:

Technical questions:

**Jill Armstrong**  
Director, a.i.  
Operational Policy and Results Division  
Programme Management Department  
Tel.: +39 06 5459 2324  
e-mail: j.armstrong@ifad.org

**Raniya Sayed Khan**  
Policy and Results Specialist  
Tel.: +39 06 5459 2954  
e-mail: r.sayedkhan@ifad.org

Dispatch of documentation:

**Deirdre Mc Grenra**  
Chief  
Institutional Governance and  
Member Relations  
Tel.: +39 06 5459 2374  
e-mail: gb@ifad.org

**For: Approval**

## Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed grant as contained in paragraph 21.

### I. Background and compliance with IFAD Policy for Grant Financing

1. This report recommends the provision of an IFAD grant of US\$2.5 million under the global/regional grants window to Centro de Investigación y Docencia Económicas A.C. (CIDE) in Mexico, under the umbrella of the Centres for Learning on Evaluation and Results (CLEAR) Initiative, for the Global Certification Framework for Monitoring and Evaluation.
2. The proposed programme is in line with the goal and objectives of the IFAD Policy for Grant Financing (2015).<sup>1</sup> The overall objectives of IFAD grant financing are to: (i) promote innovative, pro-poor approaches and technologies with the potential to be scaled up for greater impact; (ii) strengthen partners' institutional and policy capacities; (iii) enhance advocacy and policy engagement; and (iv) generate and share knowledge for development impact.
3. Moreover, IFAD grant-funded projects should adhere to three basic principles; they should: (i) make a significant contribution to a global, regional or national public good related to IFAD's mandate; (ii) focus on interventions where grant financing has a clear added value and a comparative advantage over regular loans; and (iii) not be used as a substitute for resources from IFAD's administrative budget.
4. In line with the strategic guidance note for IFAD grants 2019-2021, global and regional grants should be driven by thematic and corporate-level strategic priorities, facilitate regional/global knowledge generation and sharing beyond single countries and within IFAD, and feed regional and global policy engagement, research and country programming activities.
5. Specifically, this grant contributes to objectives (ii) and (iv) of the IFAD grants policy (see above). Its purpose is to build on phase I of IFAD's flagship innovative Program in Rural M&E (PRiME), which was developed in 2016 through an IFAD grant of US\$3.5 million. PRiME is fully aligned with IFAD's development effectiveness framework, the business model for the Eleventh Replenishment of IFAD's Resources (IFAD11) and the IFAD11 commitments. Based on the success of the first phase of PRiME, which is due to end in December 2019, the Executive Board encouraged IFAD Management to commit to continuing the programme in a second phase. Phase II of PRiME is an IFAD11 commitment (monitorable action 37) to be delivered by the third quarter of 2019 and will scale up the successes of phase I. Furthermore, in order to emphasize the importance of the programme, a separate Results Management Framework indicator for the IFAD11 period was introduced – percentage of IFAD support projects trained through the Centres for Learning on Evaluation and Results (CLEAR) initiative – with an IFAD11 end target of 85 per cent.
6. Progress to date under the first phase has been substantial. Now in its last year of operation, PRiME phase I has trained 156 IFAD project management unit staff from 147 projects in 79 countries across IFAD's portfolio. CIDE, under the umbrella of CLEAR, has been the implementing partner for the grant. CIDE is one of six centres established under the multi-donor CLEAR global initiative housed at the World Bank to enhance capacity-building in monitoring and evaluation (M&E) in developing countries, and it is collaborating with the other centres in the implementation of

<sup>1</sup> See EB 2015/114/R.2/Rev.1.

PRiME. Substantial upfront resources have been required to design the framework and lay down the essential building blocks for the programme. Much has been learned through the design, testing, and roll out of the courses and assessment and certification framework. The stage is now set for significant future expansion.

7. Through the proposed second phase, PRiME will be expanded to cover an additional cohort of 100 participants from IFAD-supported projects who will be trained and certified in the fundamentals of M&E. Moreover, phase II will focus strongly on scaling up the model among governments and other development partners to ensure the programme's long-term sustainability after grant funding has ended.
8. It is important to note that under phase I it was expected that up to 300 participants would be trained. However, 157 staff (from ongoing IFAD projects) were sponsored as part of the grant. The impact assessment module was also delivered under the grant, which covered its running costs, although travel expenses, etc. were on a self-paying basis. In rolling out the course, it was realized that travel and logistic costs were higher than originally expected – as each participant was brought to a decentralized location twice for five full days, entailing travel, visa, logistic, insurance, full-board and transportation costs.
9. In line with the guiding principles for grants, particularly in relation to the public good aspect, this proposal is particularly valid for the reasons described below.
10. It is of a “non-rival” nature in that the use of the good by one beneficiary will not make it unavailable to other beneficiaries. It is “non-excludable”, i.e. it has no barriers to access except those created by the cost of the training. The training and certification process will be open to self-paying participants in addition to sponsored participants from IFAD's projects. Its scope is not limited by either geographical or linguistic considerations. Additionally, the knowledge and learning generated by the process will be an open knowledge product to inform wider discussions on M&E certification in other development contexts.
11. The recipient was identified through direct selection on the basis that it has been responsible for the design and implementation of PRiME since its inception in phase I. Given progress made to date under PRiME phase I in terms of both effectiveness and efficiency, CIDE was identified as the appropriate entity for the implementation of phase II.

## **II. The proposed programme**

12. The overall goal of the programme is to set M&E standards and develop M&E capacity in the rural development sector. The objectives are to (i) refine and deliver a high-quality global training programme for M&E in rural development that improves data collection and results measurement in order to foster informed and evidence-based decision-making; (ii) design and apply a certification process to assess trainees' M&E knowledge and skills and provide standards for professional development; and (iii) build knowledge about the certification and training approach adopted by PRiME for public consumption. The specific objective of this grant is to increase the outreach of PRiME by (a) offering training for a third cohort of up to 100 M&E officers in 2019-2020; (b) designing the curriculum for a second advanced course in M&E for rural development; and (c) expanding PRiME to train other participants from IFAD and partner international financial institutions on a fee-paying basis to scale up the programme and ensure long-term sustainability.
13. The target group will be composed of 100 sponsored staff in project management units (similar to phase I) in all ongoing IFAD-funded projects. Sponsored participants will be nominated by the regional divisions in close coordination with government counterparts. The indirect target group of this grant will be self-paying participants from IFAD and ministries and other development partners and development professionals. In the long term, PRiME is expected to reach all

beneficiaries of IFAD projects, as the programme aims to strengthen project-level M&E and thereby enhance the development effectiveness of projects.

14. The programme will be implemented over a 26-month period and will have the following components: (i) curriculum refinement and further development. The certification framework developed in phase I will continue to be refined and further specialized M&E courses will be developed; (ii) delivery of curriculum. The two-part fundamentals course will be offered to another cohort of 100 IFAD project M&E officers, with participation also expected from partner international financial institutions and possible government counterparts and/or IFAD staff on a fee-paying basis. A fee-based structure will be developed for the programme and this will provide the basis for offering additional courses solely on a self-paying basis for the duration of this grant. Advanced courses in impact assessment and other specialized M&E topics will also be delivered; and (iii) knowledge management, communication and sustainability. This will be a focus of phase II to ensure long-term sustainability and to scale up the programme. Knowledge products will be developed based on the experience with PRiME for other development partners to adapt to other contexts. Targeted communication and outreach activities will be undertaken with partners to widen the PRiME network and to maximize the participation of self-paying participants for longer-term sustainability; and (iv) programme management. This will cover all activities related to managing, administering and monitoring the grant activities, as is the case under phase I of PRiME.

### **III. Expected outcomes/outputs**

15. The programme is expected to have the following outcomes/outputs:
16. Outcomes:
- improvement in the skill base for M&E in the rural development sector
  - development and application of the certification framework for M&E in rural development
17. Outputs:
- Curriculum refined and translated into Spanish and French
  - Fee structure developed
  - Number of courses delivered
  - Up to 100 sponsored participants trained (disaggregated by self-paying and sponsored participants, gender and type of job)
  - Number of people certified (disaggregated by self-paying and sponsored participants, gender and type of job)
  - Collaboration platform set up to share curriculum and lessons learned on the main components of the initiative (training of trainers, course delivery, certification process)

### **IV. Implementation arrangements**

18. CIDE, which is the CLEAR centre for Latin America, will be the implementing organization for this grant and will be responsible for managing all aspects of the programme and administering the grant, including handling financial management and procurement. It will work closely with the other five CLEAR centres and the CLEAR global hub (housed in the World Bank), calling on them for assistance in advising on course content, recommending trainers, hosting training activities, facilitating participant attendance, publicizing PRiME and disseminating knowledge.

19. There are no deviations from the standard procedures for financial reporting and audits.

## V. Indicative programme costs and financing

20. The total cost of the programme is estimated at US\$2,901,079 including US\$2,500,000 funded by an IFAD grant and US\$401,079 in-kind cofinancing from the CLEAR network (including CIDE, the CLEAR Global Hub and the other CLEAR regional centres).

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

<i>Components</i>	<i>IFAD</i>	<i>CIDE, CLEAR Global Hub, regional centres (in-kind)</i>	<i>Total</i>
1. Curriculum refinement and further development	131		
2. Delivery of curriculum	1 769		
3. Knowledge management, communications and sustainability	212		
4. Programme management	388	401	
<b>Total</b>	<b>2 500</b>	<b>401</b>	<b>2 901</b>

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

<i>Expenditure category</i>	<i>IFAD</i>	<i>CIDE, CLEAR Global Hub, regional centres (in-kind)</i>	<i>Total</i>
1. Consultancies	523	78	
2. Goods, services and inputs	437	323	
3. Salaries and allowances	268		
4. Training	75		
5. Travel and allowances	1 072		
6. Overheads	125		
<b>Total</b>	<b>2 500</b>	<b>401</b>	<b>2 901</b>

## VI. Recommendation

21. 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 Global Certification Framework for Monitoring and Evaluation in Rural Development – Program in Rural M&E (PRiME Phase II), shall provide a grant of two million five hundred thousand United States dollars (US\$2,500,000) to the Centro de Investigación y Docencia Económicas A.C. (CIDE) upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Gilbert F. Hougbo  
President

## Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	Increase M&E capacity and set high M&E standards in the rural development sector to contribute to improved data and results measurement.	Reduction in the number of times M&E is identified as a key weakness in projects. Improvement in the quality of data from projects.	Independent assessment by IFAD; Monitoring and portfolio data from IFAD	Other efforts to improve M&E are implemented in parallel, including strengthening country M&E systems.
<b>Objectives</b>	Increase the reach of Phase I of PRiME by enabling greater participation in training and certification, broadening of the curriculum, and opening the programme to other organizations on a fee basis.	A third cohort of approximately 100 M&E officers is trained and certified in 2019-2020 and provides positive feedback on their job effectiveness and career progression. Curriculum for a second advanced course in M&E for rural development is finalized. At least two additional organizations participate in PRiME training on a fee-paying basis and provide positive feedback on the value-added of the programme.	Tracer survey Administrative data	IFAD counterpart governments and other development organizations continue to place high priority on M&E quality; Certification of professional standards is seen as beneficial by participants and employers.
<b>Outcomes/ Outputs</b>	Outcome 1: Improvement in the skill-base and professional certification of 100 M&E officers working on IFAD-supported projects. Outcome 2: Development of curricula for further in-depth training course. Outcome 3: Piloting of fee-based model to facilitate further scaling-up of the programme.	% outcome indicators supported by quantitative evidence for projects whose staff attended the training. % of projects with baseline data and targets for projects whose staff attended the training. At least 80% of participants reporting improvements in M&E skills At least 50% of participants reporting improvements in project level M&E Breadth of curricula produced, delivered, and publicly disseminated (number of modules finalized and shared on PRiME website, number of visits to the website, number of times curriculum downloaded) 100 participants trained from IFAD-supported projects	ORMS data Administrative data	The modules taught are directly applicable to the work done by the project staff. The project staff who attend the training are performing M&E roles. Project staff stay in their roles throughout the duration of the training and project implementation.
<b>Key activities by component</b>	Delivery of 2-part Fundamentals course for additional 100 participants. Further consolidation and application of certification framework. Development of curriculum for additional course.	100 project staff trained and certified from IFAD-supported projects. Number of organizations participating. Feedback from participants on the usefulness and quality of training and certification.	Administrative data Participant surveys	The grant proposal is approved and disbursed as proposed.