



Investing in rural people

Executive Board

President's report on a proposed grant under the global grants window to the Getulio Vargas Foundation for the Program in Rural Monitoring and Evaluation (PRiME) – Phase III

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Action: The Executive Board is invited to approve the recommendation contained in paragraph 23.

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I. Background and compliance with the IFAD Regular Grants Policy

1. Phase three of the Program in Rural Monitoring and Evaluation (PRiME III) is a training initiative designed for officers and agents in the agriculture and rural development sectors. It targets 100 officers from project management units (PMUs) of IFAD-financed projects, along with at least 25 agents from governments, international organizations and other local/national entities interested in monitoring and evaluation (M&E), such as universities, research centres and firms providing M&E services. Building on the success of PRiME I and II, implemented by members of the Centers for Learning on Evaluation and Results (CLEAR) network, PRiME III aims to further strengthen these capacities.
2. Fundação Getulio Vargas (FGV), host of the Center for Learning on Evaluation and Results for Lusophone Africa and Brazil (CLEAR LAB), was selected by IFAD as the grant recipient through a competitive process. The programme will be executed in collaboration with implementing partners of the Global Evaluation Initiative (GEI), a global network that includes CLEAR centres across Asia, the Americas and Africa, along with globally recognized initiatives like the International Program for Development Evaluation Training (IPDET) and BetterEvaluation. GEI network partners will contribute to course content, training delivery, participant engagement and knowledge dissemination.
3. Building on PRiME phases I and II, PRiME III introduces several innovations: (i) offering online courses in multiple languages for scalability and sustainability; (ii) organizing regional in-person courses to foster learning and networking within similar contexts and languages; (iii) promoting innovative M&E topics through open workshops to increase programme visibility; and (iv) promoting gender balance among participants.
4. The proposed programme aligns closely with the IFAD Regular Grants Policy (2021) by enhancing in-country M&E capacities, directly supporting strategic objective 1 and priority area 4. By addressing weaknesses in M&E data and systems, the programme seeks to improve the performance and efficiency of IFAD-funded projects through better data quality and real-time performance monitoring, leading to more informed decision-making and improved project outcomes. Additionally, it supports strategic objective 2 by fostering a conducive policy environment where enhanced data collection will inform evidence-based policymaking in agriculture and rural development.
5. The programme emphasizes building partnerships through enabling coordinated country-led development processes, by strengthening the local M&E capacity of government implementing agencies and other partners. It also contributes to knowledge generation and innovation by enhancing data and evidence from IFAD projects and strengthening institutional capacities in developing countries as per the IFAD Partnership Framework (2019).
6. Through collaboration with GEI and the CLEAR network, IFAD aims to position itself as a leader in M&E for agriculture and rural development. The programme also aligns with priorities set under the Thirteenth Replenishment of IFAD's Resources (IFAD13), including climate, private sector engagement and M&E in fragile situations. With a strong global public goods dimension, PRiME III makes its

training and certification process accessible to a wide range of participants, enhancing M&E skills and capacity to generate high quality data and evidence from rural and agricultural development programmes, and generating knowledge that will inform broader M&E training and certification processes in development contexts.

7. The recipient of the PRiME III grant was selected through a competitive process launched in February 2024, which was open to both private and public sector entities, as well as international organizations. The Operational Policy and Results (OPR) Division received applications from six institutions, including one from the private sector. The selection process was guided by the principles of impartiality, transparency and rigour, with clearly defined evaluation criteria outlined in the grant proposal identification form. Prospective entities were required to demonstrate a proven track record in enhancing M&E capacities globally, particularly in developing countries, with experience in delivering training programmes in multiple languages, including English, French and Spanish.

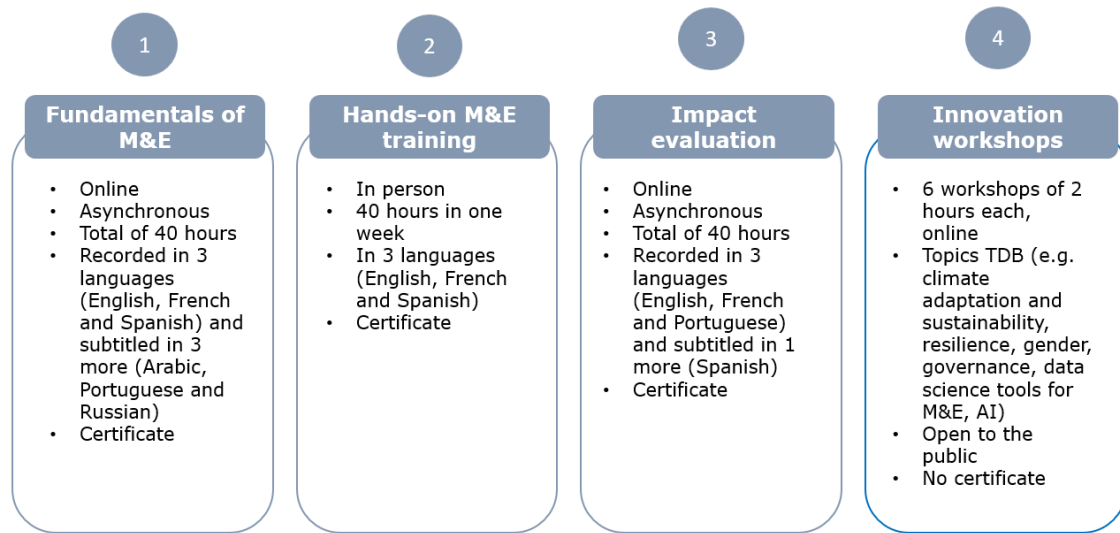
II. The proposed programme

8. The programme's overall goal is to improve the effectiveness of rural development programmes financed by IFAD and by others, fostering efficient and effective results-based management. Its main outcomes are: enhanced capabilities of PMU staff in IFAD-financed projects on M&E, and enhanced capabilities of M&E offices in governments and international organizations. The main objective is to establish high M&E standards and enhance capacity to implement improved M&E practices in the rural development sector, contributing to greater development impact and improved results measurement.
9. This grant targets all countries and regions with ongoing IFAD operations, giving priority to low-income and lower-middle-income countries. This inclusive approach ensures that the grant can have a broad and meaningful impact on rural development and M&E capacity-building in a wide range of contexts. By including all countries and regions where IFAD operates, this grant demonstrates IFAD's commitment to enhancing M&E capabilities on a global scale.
10. The programme will be implemented over 36 months and will have the following components:
11. **Component 1: Curriculum refinement and update.** The curriculum developed in previous phases will be enhanced based on lessons learned and new IFAD guidelines. CLEAR LAB will conduct surveys to gather input from IFAD's PMUs and staff. The updated curriculum will integrate global knowledge and best practices from the CLEAR network, covering topics like food security, climate change, data visualization, and M&E in fragile and conflict-affected situations. Content will also be developed to train selected participants as future trainers, with an emphasis on active teaching methodologies.
12. **Component 2: Course delivery.** The training programme will consist of three integrated modules and a series of innovation workshops:
 - **Module 1: Fundamentals of M&E.** An online, asynchronous module available in multiple languages, designed to provide a foundational understanding of M&E. It will be accessible throughout the grant period and for at least five years following completion, ensuring sustainability and ongoing availability of high quality M&E training for the target groups.
 - **Module 2: Hands-on M&E training.** An in-person, interactive module, delivered in various global locations based on demand. This module will include group support and practical exercises tailored to regional contexts, with a preference for conducting training in countries where the programme's languages are native. At least one delivery will be an online, synchronous

delivery for participants who may have challenges travelling to participate in an in-person programme.

- **Module 3: Impact evaluation.** An online, asynchronous module focused on advanced impact evaluation techniques, available in several languages and aligned with IFAD’s evaluation methodology.
- **Module 4: Innovation workshops.** Six online workshops on emerging topics like gender, climate adaptation and digital tools for M&E, streamed publicly and free of charge.

Figure 1
Modules of component 2



13. **Component 3: Knowledge management, communication and sustainability.** This component involves developing a comprehensive knowledge-sharing plan, including course materials and other resources. A marketing campaign will be launched to attract fee-paying participants, ensuring the programme’s long-term sustainability, which will be monitored during implementation. The CLEAR network and GEI will work together to establish a globally recognized certification framework for M&E in rural development, leveraging their association with prestigious universities.
14. **Component 4: Programme management.** This component focuses on the administration, coordination and oversight of the grant activities. It includes planning, resource allocation and ensuring that all components are executed according to the established timelines and objectives.

III. Expected outcomes/outputs

15. The expected outputs of the programme are:
- A refined and updated curriculum, integrating new themes and IFAD priorities;
 - Delivery of training courses in multiple locations and languages;
 - Knowledge products shared as public goods;
 - Communication, marketing and visibility plan consolidated;
 - Certification and assessment framework consolidated according to a globally recognized standard;
 - Target outreach strategy implemented; and

- Effective management of PRiME.
16. The programme has the expected outcomes:
- Establishment of a global certification framework for M&E in rural development, including implementation of certification for training participants;
 - Enhanced capabilities of PMU staff in IFAD-financed projects on M&E, leading to efficient and effective results-based management; and
 - Enhanced capabilities of M&E offices in governments and international organizations.

IV. Implementation arrangements

17. FGV will lead the coordination of PRiME III's implementation strategy in collaboration with GEI and other CLEAR centres. Specific centres, such as those in Chile, India, Pakistan, Senegal and South Africa, may act as sub-recipients, handling local logistics for in-person training sessions. The roles and financial allocations to these centres will depend on the training locations, with subsidiary agreements and oversight by IFAD ensuring proper use of grant resources. Grant disbursements to these centres will be monitored closely, with comprehensive financial accountability measures in place.
18. FGV/CLEAR LAB will manage data collection, quality assurance and reporting for PRiME III. Standardized templates and reports will be used to ensure consistency and quality. FGV/CLEAR LAB will also manage participants' data, respecting privacy policies, and report aggregated results to IFAD. Additionally, annual budgets and workplans will be prepared by FGV/CLEAR LAB and approved by partners before submission to IFAD. The programme's progress will be monitored through regular reports, including an annual progress report and a completion report, to be submitted to IFAD.
19. OPR will supervise and manage the PRiME III grant, conducting regular reviews with FGV, CLEAR LAB and GEI partners. A senior OPR staff member will oversee the grant throughout its implementation. Supervision will primarily be remote, with in-person visits as necessary. Regional divisions will provide feedback on grant execution, assist in participant selection and engage in quarterly updates. The Research and Impact Assessment Division Impact Assessment team will also be involved, particularly in supervising the impact assessment module.
20. Two main risks have been identified: the potential for financial unsustainability due to a limited number of fee-paying participants, and high turnover among PMU staff. To mitigate financial risks, the programme emphasizes outreach, a structured fee model and cost-effective online delivery. The reputation of GEI training programmes will also help attract participants. To address staff turnover, the programme's focus on transferable M&E skills will encourage completion, and governments are incentivized to send staff for certification. Extended access to training will be provided for new staff to ensure continuity.
21. There are no deviations from the standard procedures for financial reporting and audits. For each fiscal year, the financial statements of project operations, resources and project expenditures will be prepared by FGV. The audit of the project accounts will be carried out annually by a qualified and independent accounting firm, recruited by the recipient and acceptable to IFAD, on the basis of terms of reference previously approved by IFAD. The audit reports will be transmitted to IFAD no later than six months following the close of the fiscal year. FGV will conduct a yearly audit to provide to IFAD an audit opinion on the statements of expenditure in addition to the institutional audited financial statements.

V. Indicative programme costs and financing

22. The programme is divided into four main components, each with specific activities and associated costs to support curriculum development, course delivery, knowledge management and programme management.

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

<i>Components</i>	<i>IFAD</i>	<i>CLEAR network/FGV</i>	<i>Total</i>
1. Curriculum refinement and update	292	170	462
2. Course delivery	500	40	540
3. Knowledge management, communication and sustainability	382	75	456
4. Programme management	327	180	507
Total	1 500	465	1 965

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

<i>Expenditure category</i>	<i>IFAD</i>	<i>CLEAR network/FGV</i>	<i>Total</i>
1. Consultancies	467	400	867
2. Goods, services and inputs	418	65	483
3. Salaries and allowances	378		378
4. Travel and allowances	126		126
5. Overheads	111		111
Total	1 500	465	1 965

VI. Recommendation

23. 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 Program in Rural Monitoring and Evaluation (PRiME) – Phase III, shall provide a grant of one million five hundred thousand United States dollars (US\$1,500,000) to the Getulio Vargas Foundation (FGV) for 36 months upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Alvaro Lario
 President

Annex 1: Logical framework

Results hierarchy	Indicators			Means of verification			Assumptions
	Name	Baseline	End target	Source	Freq.	Response.	
Goal: Improve development effectiveness of rural development programmes through better data and results management by enhancing country capacities.	IFAD projects with M&E ratings moderately satisfactory or better	87%	90% (for projects that have benefitted from the training)	IFAD project supervision ratings	Annually	IFAD	Absence of other factors significantly affecting ratings.
	IFAD projects with at least a 1 point improvement in M&E performance rating 12-24 months after training	0	10				
Development objective: Improved M&E practices in rural development projects, contributing to better project outcomes and sustainable development.	Adoption of M&E best practices in IFAD-financed projects	0	70% adoption rate of best practices (estimated)	Adoption survey, project performance assessments	After 2 years of the end of their projects	IFAD	Participants will integrate the knowledge learned into their professional practice.
Outcome: Enhanced capabilities of Project Management Unit staff in IFAD-financed projects on M&E.	Number of PMU staff certified ¹	0	100 PMU staff successfully complete the training	Training records	Annual	CLEAR LAB	Participants enrolled in the course will complete it.
Outcome: Enhanced capabilities of M&E offices in governments and international organisations.	Number of M&E professionals certified in governments and international organisations	0	25 M&E professionals in governments and international organisations successfully complete the training	Training records	Annual	CLEAR LAB	Participants enrolled in the course will complete it.
Outcome Enhanced sustainability of PRiME training programme.	Number of self-paying participants enrolled by project completion date	0	25	Training records	Annual	CLEAR LAB	Demand for trainings in different regions. Continued relevance of the refined curriculum to rural development needs.
Output: Refined and updated curriculum, integrating new themes and IFAD priorities.	Completion of curriculum updates (Module 1, Module 2 and Module 3).	0	3 updated curricula approved and translated	Curricula documents, review reports	Annual	CLEAR LAB	Continued relevance of the refined curriculum to rural development needs.
	Innovation workshops	0					

¹ Reporting on training participants will include disaggregation by gender and country income category (e.g low, lower middle income and upper middle income), as long as individual's identity is preserved and complying with FGV's policy for the use and treatment of personal data.

			6 innovation workshops conducted				Innovation workshops integrate new themes and priorities.
Output: Delivery of training courses in multiple locations and languages.	Number of training deliveries conducted	0	2 on-line modules (Modules 1 and 3) 5 deliveries of Module 2 (up to 4 in person and at least 1 online synchronous offering)	Training records, participant feedback forms	Annual	CLEAR LAB	Demand for in-person training in different regions. Absence of major travel restrictions, either due to geopolitical, climate or health events. Willingness of participants to provide feedback.
	Number of participants trained	0	125 M&E professionals trained				
	Participant satisfaction rates	NA	75% satisfaction rate (estimated)				
Output: Knowledge products shared as public goods	Knowledge products developed and shared	0	5 (estimated)	Repository logs, website analytics	Semi-annual	CLEAR LAB team	Users have access to the internet.
Output: Communication, marketing and visibility plan consolidated	Number of communication materials produced	0	10 (estimated)	Communication team records	Semi-annual	CLEAR LAB	Social media posts can generate interest in the project.
	Reach and engagement metrics on social media platforms	0	2000 (estimated)	Social media platforms data			
Output: Consolidated certification and assessment framework into a globally recognized standard	Certifications issued	0	100 considering PMU staff	Certification logs	Annual	Issuer of certification	Participants enrolled in the course will complete it.
Output: Targeted outreach strategy implemented	Number of outreach activities conducted	0	15 outreach activities conducted (estimated)	Activity reports	Semi-annual	CLEAR LAB	Willingness of partners to collaborate
Output: Effective management of PRIME	Timeliness of report submissions	NA	90% on-time report submission	Program management reports, financial records	Semi-annual	CLEAR LAB	Availability of necessary resources and support.