IFAD
Investing in rural people

LAC CLEAR CENTER at CIDE (Centro de Investigación y Docencia Económicas)

Global Certification Framework for M&E in Rural
Development – Program in Rural M&E (PRiME Phase II)
Grant Design Document

Grant Design Document

Part 1
Summary

1. Grant Window *Global Regional*	2. Grant Sponsoring Division PMD	3. Co-sponsoring Division(s) PMD regional divisions and SKD
4. Name of Technical Grant Manager: Raniya Sayed Khan		
5. Selected Strategic Priority[1]: Strategic Priority Endorsed by EMC		
6. Participating Country(ies): All countries with IFAD projects		
7. Project Title (and GRIPS number): Global Certification Framework for M&E in Rural Development-Program in Rural M&E (PRiME Phase II), 2000002553		
8. Full legal name of Recipient: Centro de Investigación y Docencia Económicas, A.C.		
9. Contact details of recipient (address, fax, email): Carr. México-Toluca 3655, Santa Fe, Altavista, 01210, Ciudad de México, CDMX, Mexico		

10. Recipient selection:
  ▪ **Competitive selection at CN stage** ☐
  ▪ **Competitive selection at GDD stage** ☐
  ▪ **Direct selection** ✓		

11. Name and title of authorized person who will sign grant agreement on behalf of Recipient: Jimena Moreno González		
12. Legal Status of Recipient[2]: academic institution		
13. List any previous IFAD grants received by the Recipient: **(Grant number, amount of grant and date of approval)** **Open grants:** 2000001353, 3.5 million,		
14. Amount of IFAD Grant: (in US$)2.5 million		**15. Co-financing:** - *In kind 401,078 US dlls.*
16. Special Provisions *(Any proposed exceptions to the General Provisions of the Small Grant Agreement. Include proposed wording to be included as paragraph 8 of the Agreement.)*		
17. Implementation period: (in months) 26 months		
18. Date of finalization of the Grant Design Document June 7, 2019		

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[1] The indication of a Priority Area only applies to Global/Regional grants. The Priority Areas are indicated in the Strategic Guidance Note for IFAD Grants (see https://xdesk.ifad.org/sites/qag/corpgrantsec/SitePages/Home.aspx) .

[2] Please choose among the following: developing Member States, Intergovernmental organisation, civil society organisation, academic institution, or private sector.

Part 2

Grant Rationale

1. **Rationale for supporting the proposed activities with IFAD grant funding**

The first PRiME grant, that started in November 2016, was closely aligned with IFAD's strategic guidance agreed by the Executive Management Committee for grant funding in 2016, notably the third priority: "Better results measurement through improved M&E systems". Better results measurement continues to be a key IFAD priority and thus falls under 5.1 of the strategic guidance for grant funding approved in 2017, "Contribution to Corporate Priorities". IFAD11 notes that "Grants are an effective tool to deepen IFAD's non-lending collaboration… [and] build partnerships for capacity-building and knowledge generation at the country level" [3].

PRiME is well-aligned to the priorities and commitments of IFAD11, which is heavily focused on achieving results and value-for-money. As stated in the IFAD11 Consultation Report, "A fundamental underpinning of the IFAD11 business model is an increased focus on development effectiveness [4]…[through] attention to results, accountability, partnership and capacity-building[5] "

Finally, IFAD11 specifically recognizes and supports the PRiME program: "Key milestones to be achieved…during IFAD11 will include…launching the first-ever global certification framework for M&E in the rural sector through the Centres for Learning on Evaluation and Results initiative[6]" . IFAD11's matrix of commitments includes a commitment to launch Phase II of PRiME by Q3 of 2019 (IFAD11, Annex 1, commitment 32), and a special indicator has been included in the IFAD11 Results Management Framework on the percentage of project staff trained through PRiME, with a target of 85% (IFAD11, Results Management Framework indicators, 3.7.7). This new grant will ensure greater outreach and increase the number of M&E officers from IFAD supported projects trained and certified.

2. Recipient selection

In 2016 IFAD agreed with CLEAR LAC (Center for Learning on Evaluation and Results) at Centro de Investigación y Docencia Económicas (CIDE), in Mexico City, to design and implement the grant initiative. CIDE is one of the leading universities in economics in Latin America and has a very strong reputation as a center of excellence in M&E. CLEAR LAC/CIDE's track record in leading PRiME has been excellent to date, and the leadership of the University has provided strong support to the CLEAR initiative.
CLEAR LAC/CIDE is one of six centers established under the multi-donor CLEAR global initiative ("Centers for Learning in Evaluation and Results") to enhance M&E capacity-building in developing countries, and it is collaborating with the other five CLEAR centers in the implementation of PRiME. As described in detail in the first PRiME grant proposal, this initiative started in 2010 as a multi-donor effort to support centers of excellence and capacity-building in M&E in developing regions. The six centers provide services in their respective regions and also collaborate with each other and with other centers of excellence in their regions. By working through CLEAR, the PRiME program not only contributes to an important international partnership but also gains access to a broad network of M&E expertise spanning all of IFAD's client countries.

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[3] IFAD11/GC 41/L.3/Rev.1, p.35, para. 91
[4] IFAD11/GC 41/L.3/Rev.1, p.12, para. 33
[5] IFAD11/GC 41/L.3/Rev.1, p.25, para. 69 (c)
[6] IFAD11/GC 41/L.3/Rev.1, p.37, para. 95 (a) (iii)

Part 3

Project Description

Executive Summary

1. As part of IFAD's efforts to strengthen in-country M&E capacities and systems for better development results, in 2016 IFAD approved a grant of USD 3.5 million to implement a "Global Certification Framework for M&E in Rural Development". Under the grant, IFAD's flagship innovative program in Rural M&E (PRiME) was developed. PRiME is fully aligned with IFAD's development effectiveness framework, IFAD11's business model, and the commitments taken for the eleventh replenishment of IFAD's resources. Based on the success of the first phase of PRiME that is due to end in November 2019, as part of the replenishment consultation exercise, the Executive Board encouraged IFAD Management to commit to continuing the programme in a phase II. Therefore, Phase II of PRiME is an IFAD11 commitment (monitorable action 37) to be delivered by Q3 2019 and will scale up the success of phase I. Furthermore, in order to emphasize the importance of the programme, a separate Results Management Framework (RMF) indicator for the IFAD11 period was introduced - % of IFAD support projects trained through the Centers for Learning on Evaluation and Results (CLEAR) initiative – with an IFAD11 end target of 85%.

2. Progress to date under the first grant has been substantial. Now in its last year of operation, PRiME phase I has trained **156 IFAD supported project management unit staff** from **147 projects in 79 countries** across IFAD's portfolio.CIDE under the umbrella of CLEAR (Center for Learning on Evaluation and Results) has been the implementing partner for the grant. CLEAR CIDE is one of six centers established under the multi-donor CLEAR global initiative housed at the World Bank to enhance M&E capacity-building in developing countries, and it is collaborating with the other centers in the implementation of PRiME. Substantial up-front resources have been required to design the framework and create the essential building blocks for the program. Much has been learned through the design, testing, and rollout of the courses and of the assessment and certification framework, and the stage is now set for significant expansion of the program in the future.

3. Through the second proposed phase of the Program in Rural M&E (PRiME), the programme will be further expanded to cover an additional cohort of 100 participants from IFAD-support projects who will be trained and certified in the Fundamentals of M&E. Moreover, a strong focus of Phase II will be on scaling up the model amongst Governments and other Development partners to ensure the programme long term sustainability beyond grant funding.

4. In order to scale up and make the model sustainable a fee-based model will be developed and rolled out building on the learning from phase I. This model has already been piloted in phase I and generated substantial interest amongst development partners and National Governments. However, further support is required to systematize the fee-based structure including, setting up a payment mechanism, criteria, and institutionalizing the delivery of PRiME within the CLEAR network. A strong focus of phase II will be on knowledge management and communications and visibility, given the importance of these activities in attracting partnerships and eventually leading to the successful scaling up of the programme.

1. Background and rationale

a) *Background*

1. The international development community has made an enormous effort in the past two decades to increase the focus on results and thereby enhance the outcomes achieved through development assistance. International Financial Institutions (IFIs), bilateral donors, foundations, non-governmental organizations (NGOs), and other providers of development assistance have all increased the attention to monitoring and evaluation (M&E) of their programs.

2. Accompanying this heightened focus on results in the development community in general, and in IFAD in particular, there has been an increasing emphasis on country ownership and partnerships. While it is critical that individual providers of development finance focus on measuring and achieving results, it is also critical that recipients of such finance have the capacity and motivation to do the same, and that the various providers and recipients work in partnership to complement and coordinate their activities. Country ownership and partnership are essential components of successful development efforts and appear prominently in the strategies of virtually all major development finance institutions, including the agreement supporting IFAD's most recent replenishment, IFAD11.

3. In November 2016 IFAD approved a $3.5 million grant as part of its Global/Regional Grants program entitled "Training and Global Certification Framework for M&E and Impact Assessment in Rural Development" (GRIPS ID 2000001353). It supported the design and implementation of Phase I of an initiative entitled the "Program in Rural M&E" (PRiME).

4. PRiME is the first of its kind certification and training program for M&E in rural development, and is an effort to professionalize M&E in rural development and develop a cadre of certified M&E staff in countries. PRiME brings participants together and offers the courses in a number of decentralized locations while maintaining its unique global brand and identify. The training and certification is offered in three languages (English, Spanish and French) and delivered in two modules (Fundamentals of M&E 1 and 2). In between each module, there is a gap of a few months during which participants are required to apply the concepts they have learnt to their projects. This ensures adequate commitment, attention and uptake by participants. Participants are required to successfully complete assessments after each module to receive their certification in the Fundamentals of M&E in Rural Development.

5. The program is now in its third and final year and the following has been achieved under each component:

Component 1: Curriculum development

- The curriculum for a 2-part course in the Fundamentals of M&E in the rural sector has been designed, based on an in-depth needs assessment, and supporting materials have been prepared in 3 languages (English, Spanish, and French).

- The content of an advanced course on Impact Evaluation has been designed funded by the Independent Office of Evaluation of IFAD (the first of several expected advanced M&E courses to be offered under PRiME).

- A cadre of experienced trainers has been selected and trained in the PRiME curriculum, with capacity to provide training in the three languages of the Fundamentals course.

Component 2: Certification framework

- A certification and assessment framework has been put in place for both modules of the Fundamnetals of M&E. This includes the development of specialized assessments after each module that are taken virtually. It also includes the grading framework for the assessments used by the trainers to assess performance.

Component 3: Delivery and roll-out

- PRiME phase I has trained **156 IFAD supported project management unit staff** from **147 projects in 79 countries** across IFAD's portfolio with the following breakdown and geographic distribution in table 1 below:

Table 1: Delivery of PRiME phase I

	Fundamentals of M&E I Rome Oct 2017	Fundamentals of M&E II Nairobi April 2018	Fundamentals of M&E I Shanghai Oct 2018	Fundamentals of M&E I Mexico City Nov 2018	Fundamentals of M&E I Abidjan Jan 2019	Fundamentals of M&E II Istanbul Apr 2019	Fundamentals of M&E II Sao Paulo Jun 2019
Asia and the Pacific Region	12	9	32			25	
East and Southern Africa	9	8	21			20	
Latin America and the Caribbean	15	12	1	12			9
Near East, North Africa and Europe	9	8	17			12	
West and Central Africa	8	7	9		11	18	
Total trained	53		80	12	11		

Component 4: Knowledge Management and e-learning

- A KM strategy was developed at the same time as the development and roll-out of the curricula to allow course participants to interact, take on-line assessments, have easy access to course materials, and measure the trainings' overall quality and performance. Dissemination platforms and activities like the PRiME webpage, social networks, conferences and events were important components of this strategy.

- A PRiME Learning Management System (LMS) was developed to work as an online knowledge repository for all course resources and as an interaction tool for course participants. General activities of the LMS include participant profile completion, resume upload, all course assessments performance and access to all course materials.

- To measure the course overall performance and quality of the course, continuous feedback surveys and exercises were performed. The results have been synthesized and analysed for course logistics and curricula improvement.

- All resources (course presentations, participants handbooks, participants answer key, case studies, training photos, events calendar and brochures) as well as PRiME general information are available on the PRiME webpage www.primetraining.global .

- In addition to the webpage, PRiME social network accounts (Facebook, Twitter and LinkedIn) were created to increase project visibility for wider audiences. The PRiME team has participated as well in numerous international conferences to publicize the program and share experiences to date.

- An e-learning platform has been developed alongwith a dedicated website for PRiME (www.primetraining.global).

Component 5: Project management and M&E

- An important institutional setup for project management was put into place under phase I. This included the hiring of key staff for the project, understanding the reporting requirements of IFAD and the coordination role of CIDE in implementing the grant.

- Component 5 was successful as the delivery of a large scale programme such as this comes with certain complexities and coordination challenges. However, with a dedicated team in place CIDE was able to address those challenges as they arose. CIDE is now familiar with IFAD's reporting and audit requirements and has been in compliance with all. Moreoever, during the implementation of phase I, the grant has receieved satisfactory or highly satisfactory ratings on project and financial management – a further reflection of the strong foundations put into place under phase I.

6. Phase II of PRiME is expected to build on the success of phase I and certify and train an additional cohort of upto 100 M&E officers from IFAD supported projects. In addition an important focus on phase II will be developing a fee-based model to ensure longer term sustainability of the programme. During phase II partnerships with other development partners and national governments will be strengthened through a strong focus on knowledge management and communications to scale up the programme.

Preliminary Lessons learned and emerging initial impacts

7. In addition to the lessons documented on course management and delivery, lessons have been learnt on the course content and some emerging positive impacts are already visible. While the impact evaluation expected to be done in phase II will provide more concrete impact results recognizing that changes to project performance attributable to the training are expected longer term impacts, the following is emerging and has been learned over phase I.

8. First, the thorough two round needs assessment conducted on all project staff through a survey, provided insights into the existing knowledge and capacity and identified gaps that the course could focus on.The survey was taken by 102 respondents holding different positions (Project Director, Project Coordinator, M&E Officer, M&E Assistants) from across the five regions. The needs assessment identified gaps in the knowledge,

skill set and training for conducting M&E functions; the lack of understanding of project staff of the logframe and it's link to the project objectives; the inability to connect the AWPB with the logframe outcome level indicators; difficulties in fielding and conducting surveys; lack of understanding of indicators to use to track outcomes. The needs assessment formed the basis of the curriculum development and the focus of the two modules for the Fundamentals of M&E was on theory of change, logframe indicators, AWPB, surveys including quantitative and qualitiative data collection and the use of M&E data for decision making.

9. Second, following the delivery of each of the courses, a follow up survey was conducted with all participants and trainers to identify areas in the course content that needed to be strengthened as well as the impact of the course on participants activities within their projects. The positive results from the survey are presented below..

1st cohort of participants – results post course

Relevance to job	Practical application in job	Positive changes in the project	Useful of concepts learned to the job
100%	97%	58% significant 36% slight	97%

2nd cohort of participants

Usefulness	Relevance	Increase in knowledge
92%	78%	73%

Advanced impact assessment cohort

Development of new skills	Usefulness	Increase in knowledge
83%	91%	78%

10. Finally, the following three overarching lessons have been learnt through the delivery of PRiME phase I; i) Capacities in M&E are weak particularly in the agriculture sector. In the case of IFAD we always thought so but now we actually know (with evidence) through a comprehensive needs assessment we did of all project staff and the results we got back from the 1st assessment of the first batch of participants – so the investment IFAD is making is crucial; ii) there is really no substitute for face to face learning for the target audience of PRiME. We know in this digital age it is very easy and maybe much more cost effective to use online tools to delivery training but the greatest feedback we got from participants many of whom had travelled outside their country for the first time from Kiribati, PNG, Sudan etc, was on the opportunity to interact with other people from different countries facing similar challenges adding to the important South-South dimension of the programme; and iii) the importance of partnerships. Our goals across the development partners are the same and we all have a mandate to achieve, measure and track progress against the SDGs and therefore there is a need to standardize approaches to M&E at the country level aligned with national systems in the agriculture sector to ensure that all our investments are measuring and tracking country progress and IFAD support project contributions to the SDG's.

b) *Contribution to IFAD corporate priorities*

11. The first PRiME grant, approved in late 2016, was closely aligned with IFAD's strategic guidance authorized by the Executive Management Committee for grant funding in 2016, notably the third priority: "Better results measurement through improved M&E systems". Better results measurement continues to be a key IFAD priority as noted in the IFAD11 business model, Deveopment Effectiveness Framework and the commitments made for the eleventh replenishment of IFAD's resources. .

12. PRiME is well-aligned to the priorities and commitments of IFAD11, which is heavily focused on achieving results and value-for-money. As stated in the IFAD11 Consultation Report: "A fundamental underpinning of the IFAD11 business model is an increased focus on development effectiveness [7]…[through] attention to results, accountability, partnership and capacity-building[8]."

13. IFAD11 emphasizes the importance of its counterpart's capacity and ability to effectively absorb IFAD resources. PRiME directly addresses these goals and concerns by providing training and certification to strengthen the M&E capacity of IFAD's counterparts.

14. More broadly, IFAD11 emphasizes the importance of partnerships: "Partnerships will be crucial for IFAD to promote synergies among its own and other sources of finance, knowledge and expertise" [9]. PRiME is managed by the CLEAR LAC at CIDE (Centro de Investigación y Docencia Económicas) in Mexico City, one of six M&E capacity-building centers developed and supported through the CLEAR Initiative (see further information below). CLEAR is a multi-donor partnership supported by ten multilateral development banks, bilateral donors, and foundations. By working through CIDE and CLEAR, PRiME is strengthening an important multi-donor partnership and a multi-country network of learning institutions devoted to the learning and measurement of development results.

15. IFAD11 specifically recognizes and supports the PRiME program. IFAD11's matrix of commitments includes a commitment to launch Phase II of PRiME by Q3 of 2019, and a special indicator has been included in the IFAD11 Results Management Framework on the percentage of project staff trained through PRiME, with a target of 85% (IFAD11, Results Management Framework indicators, 3.7.7). Supplementing Phase I with Phase II– will ensure greater outreach and increase the number of M&E

16. Finally, In line with the above and IFAD's commitment to exemplifying the public good aspect of its grants, this particular grant has a strong global public good dimension:

17. It is "Non-rival" where the consumption of the good from one beneficiary will not take away from the availability of the product for other beneficiaries. It is "Non-excludable" with no barriers to entry except through the cost for the training for external participants. The training and certification process will be open to all participants beyond IFAD's projects. It is not limited in its scope both geographically and substantially. Additionally the knowledge and learning generated from the process will be an open knowledge product to inform wider discussions on the aspect of certification for M&E in other development contexts.

c) *Linkages with investment projects, country programmes and rural development initiatives funded by IFAD*

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[7] IFAD11/GC 41/L.3/Rev.1, para. 33
[8] IFAD11/GC 41/L.3/Rev.1, para 69 (c)
[9] IFAD11/GC 41/L.3/Rev.1, para. 82

18. IFAD has developed two further complementary grant funded initiatives (AVANTI and Delivery Units) to provide countries a holistic package of support. This three part effort aims to address structural capacity and system constraints on M&E by conducting self-assessments under AVANTI, providing direct capacity building support through PRiME and strengthening overall Government ownership and delivery support through the Delivery Units grant. Taken together, it is expected that the three initiatives will contribute to improved service delivery and eventually greater development impact.

19. More specifically, the purpose of this grant is to deliver an M&E and impact assessment training and certification framework for rural development sector professionals from IFAD counterparts (mainly from project teams and government ministries), while also filling a wider gap within the rural development sector as a whole on the lack of such a specific global training and certification in M&E. Strengthening the capacity of counterparts in M&E will put greater emphasis on robust data collection and reporting and using data for informed decision making.

20. A distinguishing feature of this curriculum and certification process is that it focuses on certifying M&E skills within a wider project management approach, as opposed to a purely technical competency. This would allow the connection between stronger M&E approaches and decision-making based on evidence with the goal of achieving better results.

21. Moreover, this is a global grant whose impact goes beyond a single country of operation as it is unique in its targeting of all IFAD partner countries. This grant is being delivered under the umbrella of the CLEAR Initiative (Centers for Learning on Evaluation and Results, described below) that has a global network of local partner institutions, overcoming language and regional barriers that may otherwise exist if the training were to be provided in a centralized way. The specificities of the roll out of the training also encourage cross regional learning, south-south cooperation and interaction through the face to face component of the training.

22. By emphasizing the branding and the visibility of the framework, it is expected that the grant will improve the enabling environment for policy discussion on M&E between IFAD and partner countries. This opens opportunities to further refine IFAD's support to M&E capacity development through country strategies. Additionally, the initiative will get greater visibility and outreach amongst development partners as the CLEAR Initiative is supported by most IFIs.

2. Project description
a) *Target country(ies), direct and indirect target group and estimated number of beneficiaries*

23. The direct target group of PRiME consists of upto 100 project management unit staff working on IFAD-funded projects and government officials in the ministries engaged with IFAD. Participants are nominated by governments, based on preestablished criteria, and selected in conjunction with IFAD country program teams. The target group is not geographically limited, as M&E officers from all IFAD supported countries are eligible to pariticpate in PRiME training and certification activities. Efforts will continue to ensure a diverse range of participants drawn from all IFAD client countries with a focus on achieving a gender balance.

24. The indirect target group encompasses a wider range of actors who are likely to benefit from the program. First, they include other interested government officials, consultants, IFAD staff and other IFIs and partner institutions who participate in the training on a self-paying basis or benefit from the curriculum and certification framework. Second, they consist of beneficiaries of all IFAD projects, as the program aims to strengthen project-level M&E and thereby enhance the development effectiveness of these projects. Third, they include Ministries in IFAD counterpart countries and beneficiaries of other Ministry-funded activities whose effectiveness is improved through stronger M&E systems. Finally, they include the various CLEAR centers (63 affiliated personnel), and learning institutions associated, who are provided training on the curriculum through a train the trainer model.

b) *Goal and objectives*

25. **Goal:** The broad goal of PRiME is to set M&E standards and develop M&E capacity in the rural development sector. This is to be done by (1) designing and delivering a high-quality global training program for M&E in rural development, that improves data collection and results measurement to foster informed decision-making based on evidence, and (2) designing and applying a certification process to assess trainees M&E knowledge and skills and provide standards for professional development.

26. **Objective:** The specific objective of this grant is to increase the reach of Phase I of PRiME by enabling the program to (1) offer training for a third cohort of up to 100 M&E officers in 2019-2020, (2) design the curriculum for further advanced courses in M&E for rural development, and (3) develop a fee based structure for self-paying participants (including particpants sponsored by Governments and other development partners).

c) *Components and key activities by component*

27. Phase II will build on the components and activities under phase I but with a stronger focus on knowledge management, communications and outreach and sustainability. Therefore, phase II will have the following four interlinked componanets with careful quality assurance in each: i) curriculum refinement and further development, ii) roll out and delivery of courses, iii) Knowledge management, communications and sustainability and iv) project management. The detailed activities under each component are listed below.

I. *Curriculum refinement and further development*

28. Curriculum preparation began under Phase I of the grant, in early 2017, with two rounds of needs assessments (March-August 2017) to improve understanding of the necessities of IFAD projects staff, who were the primary target audience. The needs assessment included an online survey, targeted interviews, and focus groups, with CLEAR centre's participation to ensure that the needs of different regions were understood and adequately represented. The needs assessment then informed curriculum preparation.

29. The curriculum and supporting materials for the Fundamentals 1 course were developed in three languages (English, French, and Spanish) in early fall 2017. This first course focuses on understanding basic M&E concepts, defining the Theory of Change for a project, and project monitoring. The curriculum and supporting material for the Fundamentals 2 course were completed in three languages in early 2018. This second course recaps basic concepts and then moves to data collection, analysis, and interpretation, and M&E communication, visualization, and use in decision-making. Each course lasts for one week, with approximately six months in between. Courses have been

designed to actively engage participants and to incorporate rural development case studies, drawn from IFAD-financed operations. Face-to-face training is the primary method of training, with e-learning tools available to reinforce learning through additional materials and allow participants to review topics at their own pace.

30. In addition to the Fundamentals courses, with collaboration with IFAD's Independent Office of Evaluation, curriculum has been developed for the first PRiME advanced course, focusing on impact evaluation. The CLEAR center for Brazil and Lusophone Africa (FGV/EESP CLEAR) lead the course design, in conjunction with CLEAR LAC/CIDE. The one-week course covers both experimental and non-experimental approaches and focuses on specific challenges in evaluating agricultural projects. Given that it is an advanced and specialized course, completion of the course is not mandatory for certification, and participation is on a fee-paying basis.

31. Building on the aforementioned, in phase II the following activities will be undertaken in component 1:

    i.   Learning from the delivery of the Fundamentals of M&E curriculum under phase I, some aspects of the curriculum will be reviewed and refined. In particular the case studies that are a central part of the curriculum will be updated.

    ii.   The assessments at the end of each module will also be updated based on the revised curriculum and case studies as part of the certification framework.

    iii. Additional curriculum will be developed on specialized topics as relevant (e.g. climate change, land tenure, stakeholder and beneficiary feedback)

    iv.   The updated curriculum as well as any newly developed specialized M&E modules will be designed and packaged

II. *Delivery of Curriculum*

32. The roll-out of the curriculum and certification began in late 2017. Delivery started with a Training of Trainers (ToT) program, with 30 participants nominated by all CLEAR Centers. Of these, 8 "master trainers" were selected to deliver the first set of courses, 4 of them teaching in English, 2 in French and 2 in Spanish. Moreover, before each course a webinar is held with all the trainers responsible of delivering the upoming course, here they can discuss and raise questions regarding the course material, participants' profile and demographics, and the logistics. The webinar is completed with a one-day face-to-face session a day before the course starts.

33. The first cohort of 53 participants took the Fundamentals 1 course in Rome, Italy in October 2017, followed by the Fundamentals 2 course in Nairobi, Kenya, in April 2018. The target audience were M&E officers in IFAD-supported projects, with participants being drawn from 48 projects in 40 countries across the five IFAD regions. This cohort piloted the online assessment after the Fundamentals 1 and 2 courses, receiving an average score of 7.6 (out of 10) and 7.5 respectively. Of the original cohort, 43 of them completed the two courses and were successfully assessed and certified.

34. To gather feedback from the Fundamentals course and the assessment process two surveys were performed. The average score for overall quality was 4.44 out of 5, and 96% agreed or strongly agreed that "the final assessment was useful to consolidate the knowledge acquired in the course".

35. In October 2018 the second cohort of 80 M&E officers working on IFAD projects completed the Fundamentals 1 course, offered in English and French at the CLEAR East Asia in Shanghai, China. Moreover, the Fundamentals 1 course was offered to a second cohort of 12 Spanish speakers in CLEAR LAC/CIDE, in Mexico City in November 2018. As a special catch-up session, 11 additional French speaking M&E officers were trained in Abidjan, Ivory Coast, in early 2019. This group was integrated in the Istanbul Fundamentals of M&E 2 course (offered in French and English). The Spanish speaking participants took the Fundamentals 2 course in FGV EESP CLEAR in Sao Paulo, Brazil, in June 2019.

36. Now in its last year of operation, PRiME has trained **156 IFAD supported project management unit staff from 147 projects in 79 countries across IFAD's portfolio**. With the substantial programme delivery in 2018 and 2019, by the end of IFAD11 at least 100 new operations will be under implementation. While in the current ongoing portfolio 75% of the operations have been trained and certified, without a second phase, this number will fall to 40%. PRiME phase II will ensure that the new cohort of IFAD's operations that have recently been approved/upcoming and missing ongoing projects will be trained and certified to meet the end IFAD11 target of 85%..

37. Similar to phase I the following delivery model will be used as can be seen in the table 2 below:

Table 2: Delivery model for PRiME

Timing	Delivery	Duration	Output
Fundamentals Level – Step 1			
Month 1	*Fundamentals of M&E I*		
	Face to Face	5 days	
	E-learning reviews & supports (assignments reviewed by e-tutors)	Varies	Assignment
Month 2	*Completion of Fundamentals of M&E I*		
Month 6	*Fundamentals of M&E II*		
	Face to Face	5 days	
	E-learning reviews & supports	Varies	Assignment
Month 7	*Completion of Fundamentals of M&E II*		
Certification in Fundamnetals of M&E completed			
Advanced Level: Specialized M&E & Impact Assessment Module – Step 2			
Month 12	*Specialized M&E Topics*		
	Face to Face	7 days	
	E-learning reviews & supports	Varies	Assignment
Cetification in advanced topics completed			

38. In order to do so, under this component the following activities will be undertaken:

   i. Delivery of Fundamnetals of M&E module I in three decentralized locations (and three languages English, French and Spanish). The Fundamnetals of M&E I will be delivered between Q1 and Q2 2020. This will be open to self-paying and sponsored participants as well.

ii. Following the delivery of the course, participants will submit their assessments. These will be graded by PRiME. Successful completion of the assessment will automatically enrol participants in the Fundamnetals of M&E II.

iii. Delivery of Fundamnetals of M&E module II in one decentralized locations (in English, French and Spanish). The Fundamentals of M&E II will be delivered in Q4 2020. This will be open to self-paying and sponsored participants as well.

iv. Following the delivery of the course, participants will submit their final assessmnents. These will be graded by PRiME. Successful completion of the assessment will automatically lead to the certification of the participant.

v. Delivery of advanced modules will happen twice during PRiME phase II. Once in 2020 and once in 2021. For the advanced module, participation will be on a self-paying basis including for IFAD project management unit staff. This was piloted under phase I and was successful.

vi. In 2021, the Fundamentals of M&E I and II will run again. However, in 2021, this will be solely on a fee paying and sponsorship basis. The grant will cover some logistical expenses to run the course but will not sponsor participants. Through the delivery of this course, the demand of PRiME will be assessed and the delivery of the courses insitutitonalized.

III. Knowledge management, communications and sustainability

39. The third component on knowledge management, communications and sustainability is critical for the long term success of PRiME. Under phase I substantial up front costs and efforts were put in to develop the training and certification framework and setting up the knowledge management architecture. While progress was made on some knowledge management and communications activities, there is need to do more and therefore, under phase II substantial efforts will be put on enhancing the visibility of PRiME through targeted communications and outreach activities and the development of the fee-based structure to ensure sustainability. The specific activities to be undertaken in this component on knowledge management and communications are listed under the specific sections on these. In addition to these, the specific activities to be undertaken for the development of the fee based structure are below:

i. Market research on similar courses being offered and their fee strcutures (IPDET etc.). This would also include a survey amongst potential partners to assess demand at different fee rates.

ii. Projections on the feasibility of different fee rates to ensure longer term sustainability and break-even for PRiME

iii. Analysis on the legal considerations for receiving fees

IV. Project Management

40. The last component is a cross cutting component that covers project management of the grant. Details under this component are included under Section 3 of the document. The period of implementation of the grant will be 26 months from November 2019 – Decemeber 2021. CIDE will be the implementing agency and will be responsible for all financial management, procurement, compliance and reporting requirements to IFAD similar to PRiME phase I.

41. The staff hired under the grant will be housed at CIDE to work on PRiME. While CIDE will work closely with the other CLEAR centres, financial arrangements will depend on the level of support and services provided. This has been elaborated under section 3.

d) *Expected outputs and outcomes, utility for the target group*

42. **Outcomes:** The expected outcomes of the PRiME program are (1) improvement in the skill-base for M&E in IFAD-financed projects and (2) development and application of the certification framework for M&E in rural development.

43. **Key outputs include**:

- Curriculum refined and translated in English, Spanish and French
- Fee structure developed
- Number of trainers trained in using developed curriculum
- Number of courses delivered
- Upto 100 participants trained (disaggregated by self-paying and sponsored participants, gender and types of jobs)
- Number of people certified (disaggregated by self-paying and sponsored participants, gender and types of jobs)
- Collaboration platform set up to share curriculum and lessons learned on the main components of the initiative (training of trainers, course delivery, certification process)

e) *Innovations promoted*

44. PRiME is the first of its kind certification and training program for M&E in rural development, and is an effort to professionalize M&E in rural development and develop a cadre of certified M&E staff in countries. This comprehensive approach to training and certification in rural development at the national level is innovative in itself. While in the past, development partners as well as other IFAD divisions have undertaken isolated initiatives to build capacity for M&E, there has been a lack of coherence towards in approaches. Furthermore three aspects make the programme particularly innovative:

    a. As certification in M&E is a frontier that is under explored by most organizations, there are currently no certification schemes in this area. The certification framework under this grant would be unique and given the limited opportunities available. The geographic and linguistic spread of this training distinguishes it from other similar courses such as the one at IPDET in Canada that offer expensive residential courses but without the targeted approach to participant groups in client countries. This programme would therefore minimize geographic and linguistic barriers to entry.

    b. It is a specific tailored curriculum on M&E In agriculture and rural development where all the case studies are from practical examples of agriculture projects and its coupled with assessments and certification. In the past capacity building efforts in M&E have been generic and have covered all social sectors. A specific tailored course on M&E in rural development has not been developed.

    c. The target group is really the frontlines; that is the Government appointed M&E officers working in PIU/PMUs.While isolated efforts have been made in the capacity building of these target groups there has been no consolidated approach to it. Other programmes in capacity building such as IPDET target an audience that is not necessarily at the same capacity level as the frontline staff.

d. The delivery model of the course is innovative unlike other capacity building inititives that have not had the same intensity and have been one-off workshops/events. The fundamentals of M&E is structured in two 5 day modules; each 4-6 months apart and each module requiring an assessment upon completion to be eligible for the certification. This has been done to not only ensure that a continued commitment from participants and their Government but also to allow them time to internalize some of the learning generated from the first module and apply it to their project and return to present it and gather feedback on it during the second module. Furthermore, the course is delivered in decentralized locations in countries with IFAD-support operations adding to the South South Cooperation angle of the programme.

f) *Risks and mitigation measures*

45. The implementation of the PRiME program to date has successfully addressed many initial challenges in order to ensure adequate staffing, high quality of curricula and training, appropriate selection and attendance of participants, and efficiency in resource use. The PRiME team at CLEAR LAC/CIDE and its partners in the other CLEAR centers and in IFAD have worked hard and have learned many lessons from this initial experience, and this experience has helped to lower risks going forward. Training and certification to date have been successful and well-received, and there is wide scope for expansion and scaling up.

46. There are two main risks in the programme. The first is that the programme may not be able to move toward financial self-sufficiency through widespread participation on a fee-paying basis. To achieve this longer-term goal, it will be important for the program to continue to expand (both in number and type of participants and in course offerings) and to become increasingly well-known. To minimize this risk, this proposed grant has a strong focus on communications, outreach, knowledge management and sustainability of the programme. Targeted outreach activities will be carried out with potential development partners who could support the programme going forward. Additionally, for future IFAD-supported projects, at design stage budget will be incorporated for M&E officers from project management units to attend the training and be certified. Through this, a relatively minimum stable demand will be ensured going forward. Learning from the course to be offered on a fee paying basis will further help refine PRiME's offer going forward to ensure adequate demand and long term financial sustainability.

47. The second risk is of high turnover of project management unit staff. During phase I a small percentage of participants did not complete the training as they had left their job in the project (for e.g. the first offering 53 participants started and 44 completed). While, there is a risk of high turnover of project staff, the transferable M&E and impact assessment both quantitative and qualitative skills obtained through this programme will serve as an incentive for project staff to complete the training once enrolled. It would also serve as an incentive to governments to send the project staff for such a certification scheme to show their commitment to strengthening M&E, which has increasingly become a priority amongst all development partners. Moreover, this contributes to the public good aspect of the grant as the skills generated remain in the country and can be applied to other development contexts with the overall aim at improving development effectiveness to further contribute to the SDGs. At the same time, efforts will be made during the nomination phase to ensure commitment from the Government and the participant to complete the course.

3. Implementation and supervision arrangements

a) *Implementation procedures and project management, including implementing partners and implementation agreements*

48. *Project Management*

49. The Centers for Learning on Evaluation and Results (CLEAR) is a collaborative global partnership working with governments and other stakeholders to strengthen M&E systems and capacities in order to steer evidence based development decisions. It is the recognized M&E standard setter across the world. CLEAR works with other IFI's including the World Bank, AfDB and DfID and also has a strong working relations with governments given its clear comparative advantage in the M&E field. CLEAR centers have a particular expertise in working with stakeholders to build a critical mass of professional expertise in M&E and build the capacity to use and strengthen M&E as the key tool for producing and using evidence. Also given their regional chapters (that have been selected competitively), they have the regional context and can alter their interventions based on the regions of operation. Additionally, given their geographic spread, they have the capacity to ensure delivery of the curriculum in regional languages.

50. The list of CLEAR centers and their respective host institutions with a short descritption is found below.

> ***(i) Anglophone Africa, University of Witwatersrand Johannesburg (WITS) -CLEAR AA.*** CLEAR-AA located in Johannesburg, South Africa, supports efforts of African governments and parliamentarians for rigorous performance measurement and establishing national evaluation systems.
>
> - Dugan Fraser, dugan.fraser@wits.ac.za (Director)
>
> - **Candice Morkel**, candice.morkel@wits.ac.za (Deputy Director)
>
> **(ii) Francophone Africa, Centre Africain d'Etudes Supérieures en Gestion (CESAG).** This CLEAR opened in 2012, and is hosted by the African Center for Advanced Studies in Management, in Dakar, Senegal.
>
> - **Boubacar Aw,** boubacar.aw@cesag.sn (Director)
>
> - Amos Menard, amos.menard@cesag.sn (Senior Program Manager)
>
> **(iii) East Asia, Asia-Pacific Finance and Development Institute (AFDI).** The CLEAR Center in East Asia is hosted by the Asia-Pacific Finance and Development Institute at the Shanghai National Accounting Institute, a public service institution affiliated with the Ministry of Finance of China.
>
> - Kouqing Li, Likouqing@afdi.org.cn (Director)
>
> - **Scott Liu**, scott@afdi.org.cn
>
> **(iv) South Asia, Jameel Poverty Action Lab South Asia (J-PAL) at the Institute for Financial Management (IFMR).** The CLEAR Center in South Asia is hosted by J-PAL South Asia at the Institute for Financial Management and Research , a regional office of the Abdul Latif Jameel Poverty Action Lab.
>
> - **Shagun Sabarwal**, shagun.sabarwal@ifmr.ac.in (Director)

- Shobhini Mukerji , Shobhini.mukerji@ifmr.ac.in (Executive Director)

(v) Latin America, Centro de Investigación y Docencia Económicas A.C. (CIDE). CLEAR LAC is hosted at the Centro de Investigación y Docencia Económicas, CIDE, since 2012, and since it started operations has become an important regional actor to strengthen M&E capacities to evaluate public policies and programs.

- **Gabriela Perez Yarahuan**, gabriela.perez@cide.edu (Director)

- Carolina Romero , carolina.hernandez@cide.edu (Executive Coordinator)

(vi) Brazil and Lusophone Africa, São Paulo School of Economics at the Getulio Vargas Foundation (EESP/FGV). The Center for Learning on Evaluation and Results for Brazil and Lusophone Africa (FGV EESP Clear) is hosted in the Getúlio Vargas Foundation (FGV), a think thank and higher education institution dedicated to the promotion of Brazilian socioeconomic development. FGV EESP Clear is part of the São Paulo School of Economics (EESP), within the Applied Microeconomics Center (C-Micro).

- Andre Portela Souza, andre.portela.souza@fgv.br (Director)

- **Lycia Lima**, lycia.lima@fgv.br (Coordinator)

51. CLEAR LAC/CIDE, as the recipient for the grant, will work closely with the other five CLEAR centers and the CLEAR Global Hub (housed in the World Bank), drawing on them for assistance in advising on course content, recommending trainers, hosting training activities, facilitating participant attendance, publicizing the PRiME program, and disseminating knowledge. CLEAR LAC/CIDE may disburse grant funds to the other CLEAR centers as needed to fund specific activities, either through direct consultancy contracts to particular staff engaged from other centres or through an umbrella contract with a specific centre under goods, services and inputs. For example, for the trainers from the Faculty of Commerce Law and Management from the University of Witwatersrand Johannesburg that hosts the Anglophone Africa CLEAR Center and the Institute for Financial Management and Research that hosts South Asia Clear Center agreements were made with the centres and not with the trainers due to the centres requirements. For other centres, trainers were directly contracted under consultancies to delivery the training.

52. As was done in phase I, the CLEAR centres will also provide substantial in kind contributions through the staff time of the CLEAR centre full time staff in coordinating activities, support of the administrative and financial staff in the delivery and roll out of courses held at the CLEAR centres and technical expertise on knowledge products.

53. The CLEAR Center for Latin America, Centro de Investigación y Docencia Económicas A.C. (CIDE), will serve as the Focal Point CLEAR Center for this grant, coordinate the work, and serve as the administrator of the grant, responsible for financial management and procurement. They will receive all grant funds from IFAD, in a US$ account specifically opened for this purpose, and disburse these funds to the other CLEAR centers as needed. CIDE will be responsible for consolidating the financial reports from the centers and for reporting to IFAD.

54. Similar to phase I, the flow of funds from CIDE to the other regional centers will be based on the activities undertaken by each centre. There are no blanket budget provisions to each centre and this will be based entirely on the services and input required. For

example, trainers from other centres involved in the refinement of the curriculum or the delivery of the course will be componensated on the basis of their work. This may be done either through consultancies or as a payment to the CLEAR centre responsible, depending on the internal arrangements in the centres. In all cases, payments will follow the procurement procedures laid out in the procurement plan. This grant will deepen collaboration with CLEAR centers. In phase I of PRiME, 19 trainers (out of 20) were CLEAR staff or associated consultants. Almost all of them conducted more than one course. In Phase II there will be a stronger collaboration with CLEAR staff, not only participating as trainers, but also in the refinement of curricula of Fundamentals and advanced courses. Collaboration will be strenghthened as CLEAR centers will be more and more involved to host and facilitate the delivery of training sessions. CLEAR venues (to be defined) will count on their administrative and financial staff collaboration, as it has been during Phase I for the delivery of Fundamentals of M&E I course in China (AFDI, the Asia-Pacific Finance and Development Institute at the Shanghai National Accounting Institute for the Fundamentals of M&E I of the 2nd cohort for English and French speakers),Fundamentals of M&E I for Spanish speakers México (CIDE, Centro de Investigación y Docencia Económicas A.C.), and the Fundamentals of M&E II for Spanish speakers in Brazil (FGV EESP CLEAR).

55. All staff hired (e.g. communications and KM officer) under the grant will be at CIDE as the implementing partner who have the overall coordination role as well as managing each component. CIDE, may seek assistance from other centres in carrying out the activities under the components but will have the oversight role. The implementation arrangements for the grant can be seen in figure 1 below.

Figure 1: Implementation Arrangements
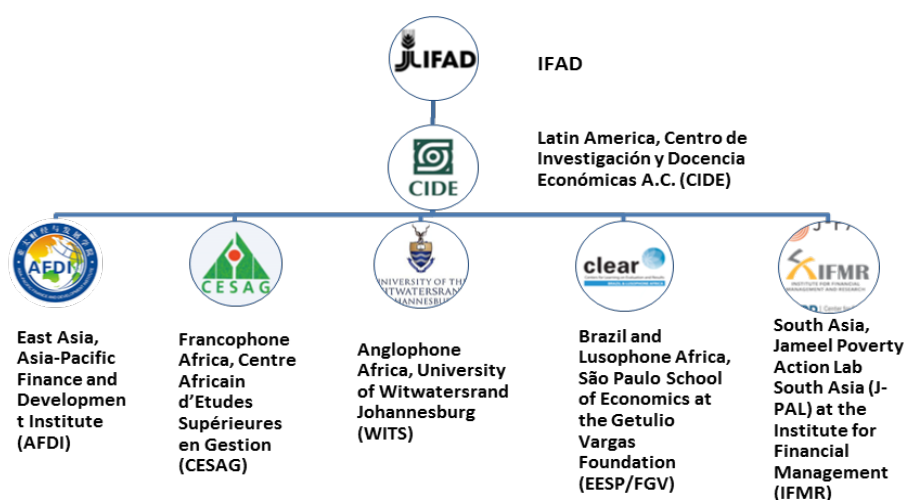
b) *Implementation period and workplan*

56. The estimated implementation period for this grant is 26 months from November 2019 to December 2021. The timing of key activities is shown in the table 3 below.

Table 3: Implementation workplan

Year	Month	Activity
1. Curriculum refinement and further development		
2019 -2021	November - December	Updating curricula for Fundamentals I & II
2020	January - May	Updating curricula for Advanced Course I

2019-2020	November - June	Development of curricula for Advanced Course II
2019-2020	January-December	Updating certification framework
2019-2020	December - October	Translation of curriculum- Fundamentals I & II
2019-2020	December – October	Translation of of curriculum- Advanced
2019-2020	December 2019-February 2020	Preparation of professional packing of materials
2019	November-December	Development of communication materials and sharing arrangements (*e.g.* web page re-design)
2. Delivery of curriculum		
2020	March	Fundamentals I 3rd Cohort
2020	November	Fundamentals II 3rd Cohort
2020	November	Advanced Course
2021	March	Fundamentals I Fee-paying Pilot
2021	November	Fundamentals II Fee-paying Pilot
2021	November	Advanced Course
3. Knowledge management, communications and sustainability		
2019 -2021	November - December	Communications
2019 -2021	November - December	Maintenance LMS and Website
2019 -2021	November - December	Knowledge management
4. Program Management (permanent)		

c) *Supervision arrangements*

57. As the grant sponsoring division, the Operational Policy and Results Division (OPR) in IFAD's Program Management Department (PMD) will supervise the activities of the grant, continuing the responsibilities and activities they have had to date. As established practice under phase I, OPR will to interact regularly (generally on a weekly basis) with CLEAR LAC/CIDE by phone and document decisions taken in writing. A supervision mission may be conducted annually to ensure that a complete supervision report is available.

58. The regional divisions will play an important role in facilitating the nominations of project management unit staff to participate in the training. OPR and CIDE will coordinate and liaise with each regional division ahead of the planend training sessions to share the list of potential participants based on the ongoing projects. The regional divisions will then interact with Government counterparts to secure the nominations. CIDE will be responsible for directly making arrangements with the participants once their nominations have been confirmed.

59. The original grant proposal (GRIPS ID 2000001353) laid out in detail the responsibilities of the various parties involved in the PRiME program, As implementation of this grant has proceeded, the roles of CLEAR LAC/CIDE and the CLEAR centers have grown, and CLEAR LAC/CIDE has assumed responsibility for curriculum development, course delivery, and certification, with support from the other CLEAR centers, the CLEAR Global Hub, and IFAD PMD. Under this supplemental grant for 2019-2021, CLEAR LAC/CIDE's leadership role will continue, as well as the participation of other CLEAR centers, to expand PRiME in scale and complexity.

d) *Monitoring, evaluation and reporting*

60. CLEAR LAC/CIDE will be responsible for collecting data, quality checks and consolidated reporting to IFAD on progress with the program. CLEAR centers will provide inputs as needed to CLEAR LAC/CIDE; CLEAR centers use standard data collection templates and a common end-of-course evaluation form for quality assurance purposes. Additionally, the quality of training will be monitored by CLEAR LAC/CIDE by compiling "after-action

reviews" for each activity. Relevant data, course evaluations, and after-action reviews will be shared with IFAD, and the evaluations will also be used to inform "lessons learned" on the management and delivery of the courses.

61. Given the certification arrangements under this grant, the CLEAR centers, led by CLEAR LAC/CIDE, will prepare a common participant tracking tool, which IFAD will use to update its learning management system with IFAD related participant data. At the same time, privacy will be ensured for participants taking the assessments and results will only be shared confidentially with the participants. IFAD will receive aggregate reporting on assessment results.

62. An important activity that will be conducted post mid term of phase II is an impact evaluation. In order to do this, support will be taken internally at IFAD from RIA and IOE and externally from other development partners to ensure that this is an arms length assessment rather than a self-assessment.

e) *Communications and visibility plan*

63. The Communication Strategy for Phase II is divided into two key areas: 1) content dissimentation to enhance visibility, and 2) targeted outreach – with participants. Governments and other partners. In line with these a main focus of the Communication Strategy of Phase II is to gain broader visibility for engaging with future potential fee-paying participants and sponsors; which includes identifying target audiences to inform about PRiME´s activities and courses. Unlike in phase I, for phase II a dedicated communications expert will be engaged to develop and implement the communications and visibility plan.

64. Since October 2018, PRiME has created, managed and developed content for three social media platforms: Facebook, Twitter and LinkedIn. The social media strategy for the first two channels —Facebook and Twitter —, has been focused on documenting and informing the activities and happenings during the delivered courses with three main objectives in mind: 1) engaging with current and previous participants; 2) promoting a space for dialogue among participants, trainers and PRiME staff; and 3) gaining visibility for engagement with future potential participants and stakeholders. Meanwhile, PRiME LinkedIn profile has been thought as a tool for professional liaison and endorsement of the certifications delivered by PRiME with participants and staff being able to add to their personal-professional profiles their participation in the PRiME training and courses. Through an analysis of the statistics of these platforms (reach, participation, reactions and comments of each of the publications) the team has been able to develop more efficient social media plans.

65. **Content dissemination to enhance visibility:** Section 4 on Knowledge Management outlines the knowledge management products and material that will be developed as part of phase II. Following the development of the material, the dissemination will be undertaken as part of the communications and visibility plans. This will include the following, participation at Evaluation capacity development workshops and events worldwide (during phase I, PRiME was presented at multiple events), dedicated blogs focusing on various aspects of the programme, expanding the social media reach and impact by crafting and curating content related with rural development, monitoring and evaluation by establishing reciprocal relationships with allied social media partners.

66. **Targeted outreach**: As part of the communications plan, targeted outreach will be done with the various stakeholder; participants, potential parters, and Governments.

67. Interaction with participants has improved through the use of MailChimp, a mailing service that allows to track and follow up mail sending and delivery (who has received, open and clicked an email) and to send more efficiently personalized massive messages to focused sectors (e.g. 2nd cohort, Fundamentals 2, French group). For Phase II, it will be a priority to implement and take advantages of the tools and functionalities that this service offers. More importantly, regarding the e-mail messages, a communication protocol will be developed, where format, content and schedule guidelines are established. Options will be explored to develop an online community of practice for PRiME that can allow participants to interact with each other even after they have completed the training and certification.

68. Targeted outreach to potential participants will be a key focus of Phase II. Dedicated events will be held with various development partners to create awareness on the PRiME model and to explore their interest. This will be done through the CLEAR annual meetings and through specific missions undertaken to interested and relevant development organizations. An initial activity of the communications officer will be to consolidate a list of potential development partners and their level of interest in PRiME. This will include partners who have been engaged in phase I and new partners including from the private sector who would potentially be interested in partnering (particularly the foundations).

69. Governments commitment to improving M&E will be critical to achieve the long term goal of the programme. Targeted engagement will be done with Government officials in the agriculture ministries in countries where participants have undertaken the courses. The impact evaluation will be used as a basis to demonstrate the value added of investments in capacity building to Government counterparts to ensure their sustained commitment towards this. In the context of IFAD project designs, IFAD will also engage with Governemnt counterparts to embed budget for training through PRiME in project designs.

4. Knowledge management, scaling up/uptake and sustainability
a) *Knowledge management and learning (including knowledge products to be developed and disseminated)*

70. In order to fully implement the knowledge management component of the project, the CLEAR team, led by the KM Officer at CIDE, will develop a comprehensive plan for the development and sharing of knowledge products. Knowledge products will include course materials (curriculum, ToT manuals, case studies), as well as "lessons learned" documents from each activity in the larger project (certification design and implementation, e-learning, course delivery, and course administration). The knowledge products will be developed by CLEAR centers and reviewed by CIDE and the CLEAR Global Hub. The CLEAR Global Hub will support this effort through peer review and dissemination of learning products on its web site.

71. Additionally, the usability of these products will be regularly monitored, and the products will be updated annually based on ongoing "lessons learned". The exact format of the knowledge product creation and dissemination plan will be determined after a rapid review of the knowledge needs of target stakeholders (IFAD, CLEAR Centers, and other strategic ECD providers).

72. Once the knowledge products have been developed, the communications plan will outline the outreach and dissemination activities for the knowledge products. Target outreach will be done with development partners to attract them to PRiME for its longer term sustainability.

b) *Scaling up/uptake and sustainability of grant results*

73. Knowledge management and learning are key components of the PRiME program at multiple levels. Not only is PRiME designed to expand M&E knowledge and skills among project and ministry staff in IFAD's counterpart countries, but it is also expected to advance international knowledge and experience on how to design and implement professional certification programs. The PRiME approach is already being replicated internally at IFAD by financial management and procurement through similar grant funded initiatives.

74. As noted in the original grant proposal, the long-term vision for PRiME is that it becomes increasingly demand-driven and self-sustaining. The target beneficiaries under the first grant (2016-2019) have been M&E project officers working in IFAD projects or related ministries in IFAD counterpart countries. Their participation in PRiME's training and certification is being funded directly by IFAD grant funds. The target beneficiaries of this proposed supplemental grant for 2019-2021 will continue to be project and ministry staff in IFAD counterpart countries, but these will be supplemented on a pilot basis by participants from other organizations, financed through fees that will cover the variable costs of the training and certification. The vision for 2021 and beyond is for the breadth and reach of the program to continue to grow and for PRiME to be financed increasingly through fees.

75. An important aspect in the longer term sustainability of PRiME will be the results of the impact evaluation done during phase II. The impact evaluation will form a sound basis to concretely demonstrate the value of the programme to Governments, partners and internally at IFAD.

76. Many organizations dedicated to improving the livelihoods of the rural poor are likely to be interested in PRiME. IFAD and CLEAR have reached out to a number of partners to invite them to sponsor participation by their project counterparts in PRiME training. This has led to 9 external participants being sponsored to take the course during phase I with very positive feedback (World Bank with 4 projects, WFP with 3 and Centro Latinoamericano para el Desarrollo Rural with 2 projects). A number of additional partners have shown strong interest in collaborating (including ADB, IsDB, AfDB, IDB, WB, WFP). Other potentially interested parties include the United Nations development agencies, development-oriented private foundations, and bilateral donors who will be targeted through specific outreach plans under phase II.

77. During phase I, while multiple interactions were held with development partners, a systematic approach was not applied. This was due to the absence of the fee structure that could be shared with development partners. Therefore, phase II will focus on the development of a fee structure so that it can form the basis of the discussions with development partners.

Part 4

Costs, Financing and Fiduciary Aspects

Costs and financing

1. Total cost of the programme is estimated at US$ 2,901,079 including us$ 2,500,000 funded by an IFAD grant and US$ 401,078 co-financing in kind from the CLEAR network (including CIDE, CLEAR Global Hub and the Clear regional centers).

2. The CLEAR global hub team will not be a direct party to the grant and will not receive any financial resources from the grant. They will serve an advisory and support role and will in turn provide in kind contributions through the support provided.

3. The other CLEAR centres have entered into MoUs with CIDE under PRiME phase I. Under phase II, similar to phase I, there is no financial obligation of the grant to the centres. The centres will be engaged on a needs basis and will be compensated for their services in accordance with the procurement procedures. The centres will also provide in kind support through technical support, staff time and logisitical support if trainings are held in centres.

4. It is important to note that under phase I – up to 300 participants were expected to be trained but eventually 157 (from ongoing IFAD projects) were sponsored as part of the grant. In addition to these the impact assessment module was delivered where the grant covered the running expenditures but the travel etc was on a self-paying basis. Through the roll out of the course it was realized that travel and logistic costs for participants was higher than originally expected – as each participant was brought to a decentralized location twice for five full days. The costs included travel, visas, logistics, insurance, full board, transportation etc.

5. In phase II – 100 participants will be fully sponsored as was done in phase I at the same cost per participant as phase I. However, to ensure future sustainability and be cost effective under phase II – following the certification of 100 participants – additional participants travel costs will be covered by the Government/projects. This will not only create greater ownership from the side of the Government but will also ensure that grant funding does not continue to cover travel costs for participant.

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Table 1
Costs by component and financier
(Thousands of USD)

Components	IFAD	CIDE, CLEAR Global Hub, regional centers (in kind)*	Total
1. Certification framework	130,866		
2. Delivery of Curriculum	1,769,211.00		
3. Learning and sustainability	212,123		
4. Program Management	387,800.00	401,079	
Total	**2,500,000**	**401,079**	**2,901,079**

* See worksheet for detailed description of in-kind contribution (Annex 4.II).

Table 2
Costs by expenditure category and financier
(Thousands of USD)

Expenditure category	IFAD	Total

	CIDE, CLEAR Global Hub, regional centers (in kind)*	
1. Consultancies	523,049	77,968.91
2. Goods, services and inputs	436,956	323,109.78
3. Salaries and Allowances	268.000	
4. Training Expenses	74,866	
5. Travel and allowances	1,072,129	
6. Overhead	125,000	
Total	**2,500,000**	**401,079**	**2,901,079**

*See worksheet for detailed description of in-kind contribution (Annex 4.II).

Fiduciary aspects

a) Procurement procedures for goods, services and human resources

78. Procurement of goods and services required for the Project will be carried out in accordance with the Recipient´s Procurement Procedures.

79. CIDE is a Mexican public research institution, and as such it receives federal funding, but also private resources from external projects or grants. CIDE has a Science and Technology Trust Fund to manage external funds. Procurement procedures of the grant will follow these Science and Technology Trust Fund´s regulations. (see attached documentation).

80. Public research institutions operate under umbrella of the Mexican Science and Technology Law. Every purchase has to be made under the principles of efficiency, efficacy, honesty, transparency and economy. Providers are selected on bases of price and quality.

b) Financial management and accounting arrangements

81. As a Mexican public institution, CIDE follows federal regulations to plan, execute and monitor its finances.

82. CIDE has an Outreach and Development Office that performs financial and accounting functions for projects funded by external agencies.

83. As it is required, CIDE will maintain separate financial records in respect of the Grant and will prepare financial statements in accordance with international accounting standards or other accounting standards acceptable to IFAD. CIDE will also submit interim certified Statements of Expenditure (SOEs), signed by an Authorized Signatory on a semi-annual basis, within forty-five (45) days of the end of the six-month period.

c) Audit arrangements

84. CIDE, as a public institution, has to be audited according to international standards. (See Annex 4.V. Audited Financial Statements).

d) Disbursement arrangements

85. As from the Effective Date, and after receipt by the Fund in satisfactory form of a copy of the Agreement countersigned by a duly authorized representative of the Recipient and a completed Bank Account Certification Form, the Recipient may request withdrawals form the Grant in advance during the Project Implmentation Period by

using the Withdrawal Application. The amount so requested shall not exceed 90% of the expenditures included in the relevant WPB. For the second and following Withdrawal Appications, the Recipient shall submit to the Fund a Statement of Expenditure with respect to the use of at least 75% of the immediately preceding instalment (and 100% of previous instalments if any).

Annex 1: Results-based Logical Framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	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.
Objectives	Increase the reach of Phase I of PRiME by enabling greater participation in training and certification, broadening of the curriculum, and opening the program 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 program.	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.
Outputs and Outcomes	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 program.	% 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	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.

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
		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		
Key Activities by Component	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.

Annex 2: Knowledge Management Plan

Project objectives	Specific Objectives for KM and Communications	Activities	Target audience and dissemination plan	Indicators	Budget
The specific objective of this grant is to increase the reach of Phase I of PRiME by enabling the program to (1) offer training for a third cohort of up to 100 M&E officers in 2019-2020, (2) design the curriculum for further advanced courses in M&E for rural development, and (3) develop a fee based structure for self-paying participants (including particpants sponsored by Governments and other development partners).	Knowledge generation based on the exerperience in the development, roll out and sustainability of a global training and certification framework	Curriculum development and packaging as a public good	CLEAR centres, CLEAR global hub, IFAD This will be done to ensure that the products developed are high quality and meet the intended purpose	Refined curriculum developed	$ 21 600.00
		After Action Reviews at the end of every day throughout the trainings		After Action Reviews information matrix from Fundamentals and Advanced courses.	$ 7 200.00
		Development of lessons learned KM products		Calendar with established sharing dates and feedback reception.	$ 7 200.00
		Analysis and systematization of feedback information		At least 5 learning products developed on each step of the process	$ 36 000.00
	Disseminate knowledge generated to a wide audience to	Improvement and continuous update of the website	PRiME participants, alumni,	Website information updated regularly based on course advances.	$ 26 000.00

enhance PRiME's visibility	Continuous maintenance and update of PRiME social networks	development partners, private sector foundations, Governments	Blog entries publicly disseminated on the website from the program participants & trainers experience and projects. Regular publications on PRiME social networks.	$ 39 660.00
	Delivery of PRiME newsletter		One PRiME newsletter every six-months sent out to participants, alumni and subscribed members.	$10 923.00
	Update of the e-learning platform as an online team space		Online space within the e-learning platform for alumni and participants to interact.	$ 35 820.00
Engage in targeted outreach activities with key stakeholders to ensure longer term sustainability	Dedicated missions and activities tailored to targeted partners	External audiences with dissemination being on an event basis	Participation in at least multiple events or conferences presenting the PRiME experience Dedicated missions to development partners on PRiME	$ 27 720.00
Total				$ 212 123.00

Annex 3: Detailed activity-based budget

A detailed activity-based budget in line with components and activities described in Part 3.2(c) is to be prepared in Excel format using the Activity-based Budget Template and submitted as a separate attachment to the Grant Design Document.

The budget should detail, for each activity, unit, unit cost and quantity, and the related expenditure category.

Annex 4: Financial Management Self-Assessment Questionnaire (FMAQ)

To be filled in using the Financial Management Self-Assessment Questionnaire (FMAQ) Template and sent to FMD.