



Monitoring & Evaluation Guidance Note

Operational Policy and Results Division

December 2022

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Glossary of M&E terms

- **Agreed action:** A recommendation formulated by a supervision mission and agreed on with the PMU and the government. A list of agreed actions, with deadlines and responsibilities, is included in every supervision report.
- **ARIE:** The Annual Report on the Independent Evaluation of IFAD is issued by the IFAD Independent Office of Evaluation of IFAD (IOE) and examines IFAD's overall programme performance each year. It is IFAD's principal external accountability tool and allows IFAD to monitor the effectiveness of its work.
- **AWPB:** The annual work plan and budget is prepared each year by the PMU and approved by IFAD and the government. During day-to-day implementation, an approved AWPB is the most important project document and the principal guide on what to do and how to use resources.
- **CD:** The country director is the IFAD staff member responsible for directing IFAD operations in one or more countries.
- **CI:** The core indicators are IFAD's standard indicators, which are integrated into project logframes and can be aggregated across projects and countries for corporate reporting. The CI framework includes outreach, output and outcome indicators. A subset of IFAD CIs is included in the IFAD corporate Results Management Framework.
- **COI:** The core outcome indicators are core indicators at the outcome level. They are measured through the COI surveys at baseline, mid-line (before the midterm review) and end-line (at project completion).
- **Completion:** The date by which all project activities are expected to have been carried out and implementation should cease. From project completion until project closure, which occurs 6 months after completion, the only activities are those related to the completion process and preparation for financial closure.
- **Completion process:** The process undertaken to report on the activities implemented, describe the results achieved, promote accountability, elicit lessons learned and develop an appropriate hand-over strategy. Implementation of the completion process and preparation of the project completion report (PCR) are responsibilities of the Borrower.
- **Component heads:** PMU staff responsible for implementing one of the project's technical components. IFAD-supported projects often have two technical components and one project management component.
- **COSOP:** The country strategic opportunities programme is prepared every six years for each country with an active IFAD programme and provides a framework for IFAD's engagement at the country level, based on the country's goals and IFAD's own mandate and comparative advantage.
- **COSTAB:** An annex to the project design report that lays out total project costs in financial terms (i.e., at market prices) according to different breakdown criteria (by project component and subcomponent, by expenditure account, by financier, etc.) for the life of the project.
- **Country team:** A team of IFAD staff responsible for overseeing IFAD operations in a specific country. It always includes the country director (CD) and a programme assistant. Depending on the size of the country portfolio, the team may also include a programme officer, and a country programme officer.
- **CSN:** For all countries with an active or proposed IFAD programme, a country strategy is prepared in either the form of a COSOP or country strategy note. CSNs have a shorter duration, covering up to two years.

- **DEF:** The Development Effectiveness Framework is IFAD's agenda for improving project monitoring and fostering the use of evidence in portfolio management and decision-making.
- **ECG:** The Environment, Climate, Gender and Social Inclusion Division, part of SKD, is responsible for promoting the mainstreaming of climate, gender, youth and nutrition in IFAD operations.
- **FMD:** the Financial Management Services Division strengthens project financial management practices to ensure that funds are used for their intended purposes.
- **GIS:** A geographic information system is a computerized mapping and analysis system that stores and presents spatial data. It connects data to a map, integrating location data (where things are) with descriptive information (what things are like there).
- **IA:** Impact assessments are rigorous impact evaluations conducted by the Research and Impact Assessment Division for 15 per cent of IFAD investments.
- **Implementation support mission:** A mission fielded by IFAD to provide support in one or more specific aspect of the project (e.g. M&E, procurement, a specific technical component, etc.). These missions do not assign performance ratings and do not require the drafting of a supervision report.
- **IOE:** The Independent Office of Evaluation of IFAD conducts external evaluations of IFAD-financed policies, strategies and operations. It also validates the PCR.
- **IPRM:** The integrated project risk matrix is a summary project risk register, comprising identified risks, risk ratings, mitigation plans and updates on risk trends. It is prepared at design and updated during supervision missions.
- **KM officer:** The knowledge management officer is responsible for the processes, tools and behaviours that connect and motivate people to generate, use and share good practices, learning and expertise to improve IFAD's efficiency, credibility and development effectiveness. The M&E officer and KM Officer work closely together and complement one another.
- **Lead Project Agency:** The institution in which the project is located and which has overall responsibility for overseeing project implementation. For IFAD-supported projects, it is often the Ministry of Agriculture.
- **LEG:** The Office of the General Counsel helps ensure that all IFAD operations comply with the Agreement Establishing IFAD, public international law, the rules and procedures decided by the Governing Bodies and other obligations.
- **Logframe:** The logical framework is a matrix or table with results, indicators and targets against which the project results will be measured. During project implementation, the logframe is used to monitor performance against set targets and helps assess whether the project is moving forward as planned. It is a key element of a project's M&E system.
- **Mainstreaming themes:** Four cross-cutting issues prioritized by IFAD are nutrition, gender, youth and climate. Projects are classified as *nutrition-sensitive*, *gender-sensitive/transformational*, *youth-sensitive* and *climate-focused*, based on a number of criteria related to the project's activities and objectives, sources of financing, target group and logframe indicators. In IFAD12, IFAD is also looking more closely at two additional and specific target groups: people with disabilities and indigenous people.
- **M&E officer:** The PMU staff member responsible for monitoring and evaluation. He/she is senior PMU staff and reports to the project coordinator/project director.
- **M&E assistant:** Some PMUs include an M&E assistant or data manager who supports the M&E officer.

- **M&E function:** What is expected of M&E, which is to provide complete, accurate and up-to-date information on progress and results to project management, government and IFAD, for both accountability purposes and to facilitate evidence-based decision-making.
- **M&E plan:** A manual containing the operational details for all elements of the M&E system. It describes how M&E will work throughout the project period. Prepared by the M&E officer, it can be a separate document or part of the final PIM.
- **M&E system:** All the tools, processes, and resources used for the M&E function.
- **MIS:** The management information system is part of a project's M&E system. In the context of M&E in a project, it refers to a computerized system (spreadsheet or database) to store planning, monitoring and evaluation data.
- **MOU:** A memorandum of understanding is sometimes used to describe how an IFAD project and partner institution will work together. Where possible, specific M&E tasks and deliverables that apply to a partner institution should be included in the MOU.
- **MTR:** Generally scheduled halfway through implementation, the midterm review follows the same principles and processes as a regular supervision mission but also conducts an in-depth evaluation of implementation issues and project adjustment options.
- **Multipliers:** Logframe indicators in ORMS are disaggregated through multipliers (e.g. men/women/youth/number of households, etc.)
- **OPR:** The Operational Policy and Results Division coordinates IFAD's efforts in results management and self-evaluation. This includes procedures and training on M&E, as well as the RIDE and corporate dashboards.
- **ORMS:** The Operational Results Management System is an internal IFAD management information system – a platform where design, implementation and completion documents for all IFAD projects are produced and processed. It is also where project logframes and performance ratings are inputted and stored.
- **OSC:** The Operational Strategy and Policy Guidance Committee is IFAD's highest-level operational policy and strategy committee. It assesses quality at entry and endorses corporate operational strategies, COSOPs, CSNs, PCNs, grant concept notes; non-sovereign operations and reimbursable technical assistance.
- **PCN:** The project concept note is a succinct document summarizing the main elements of a new project to be designed.
- **PCR:** The project completion report presents an assessment of project performance, the main project results (based inter alia on the findings of the COI end-line survey) and lessons learned.
- **PDO:** The project development objective is presented in the main text of the design document and logframe. It is measured through high-level logframe indicators – for example, related to income, food security and resilience.
- **PDR:** The project design report is the full design document for implementation. It builds on the PCN and consists of a main report with annexes and a PIM.
- **PDT:** The project delivery team is responsible for preparing project designs and assists implementing agencies in all tasks related to project implementation. It is created during the project design stage, and its core members are the CD, PTL and the senior procurement officer, as well as the assigned staff from FMD and LEG.
- **PFI:** A partner financial institution is a bank or microfinance institution that receives support from an IFAD-financed project to provide financial services to the project's target group.

- **PIF:** The project identification form is the first step in the design of a new project. It is a short document (2-3 pages) that briefly describes the project's rationale, goal and proposed activities.
- **PIM:** The project implementation manual describes the project implementation strategy. It is developed during design and finalized during the first year of implementation, with the participation of project staff.
- **PMI:** The Sustainable Production, Markets and Institutions Division provides technical support to IFAD country programs in key thematic areas, including food production systems (i.e. fisheries, livestock and agronomy), land, natural resource management, water and rural infrastructure, financial services, rural markets and enterprises and rural institutions.
- **PMU:** The project management unit is the team responsible for implementing a project. It is composed of nationals from the country where the project is implemented who are competitively recruited by the national government with IFAD's no-objection.
- **PSI:** A project-specific indicator is an indicator included in the project's logframe or M&E system to capture data required by project management, the government or IFAD that is not captured by CIs.
- **PSR:** project status reports are a set of performance ratings prepared once a year during project supervision missions. Ratings cover different aspects (effectiveness, targeting; gender; financial management; etc.) and range from a minimum of 1 to a maximum of 6.
- **QAG:** The Quality Assurance Group performs internal quality reviews of all country strategies and IFAD-funded projects prior to approval, ensuring alignment with IFAD policies and country priorities.
- **RIA:** The Research and Impact Assessment Division is part of SKD and conducts rigorous impact assessments for 15 per cent of IFAD-supported projects.
- **RD:** The regional director is responsible for managing both the human and financial resources of one of IFAD's regional divisions (e.g. Latin America and the Caribbean; West and Central Africa; etc.).
- **Regional team:** The team of IFAD staff responsible for overseeing IFAD operations in a specific region. It reports to the regional director and includes a lead portfolio advisor (LPA), a lead regional economist (LRE), a regional specialist and a regional analyst.
- **RIDE:** The Report on IFAD's Development Effectiveness is the Fund's main corporate document reporting on institutional and development effectiveness. It reports on progress against the indicators and targets in the Fund's Results Management Framework (RMF).
- **RMF:** Every three years, IFAD's Member States come together to review the Fund's performance, agree on future directions and priorities and replenish its resources in a process known as the replenishment consultation. A Results Management Framework is adopted that includes a range of indicators and associated targets.
- **SKD:** The Strategy and Knowledge Department directs the organization's strategy in IFAD's key thematic work areas. It provides the vision for evidence-informed advice on programme designs and implementation.
- **SOs:** Three strategic objectives are presented in IFAD's Strategic Framework 2016-2025: (i) increase poor rural people's productive capacities; (ii) increase poor rural people's benefits from market participation; (iii) strengthen the environmental sustainability and climate resilience of poor rural people's economic activities.

- **Stakeholder feedback:** The opinions and suggestions provided by the project's stakeholders, especially the target group. The M&E system is expected to regularly collect such feedback, which should be used to increase the project's responsiveness to the needs and preferences of the target group.
- **Supervision mission:** A joint mission fielded at least once per year by IFAD and the government to assess the project's progress and provide recommendations to improve performance. Supervision missions can be full (rating all project aspects) or partial (focusing on a selected number of key aspects and ratings).
- **ToC:** The theory of change is the text and diagram in a PDR that explain the underlying logic of a project: how a development problem will be tackled through a series of inputs, activities and outputs that embody the proposed solution and how this will lead to expected outcomes and impact.
- **ToRs:** Terms of reference are tasks, roles, responsibilities and deliverables of project partners. This includes the M&E officer and M&E specialist on missions, for which ToRs templates are available. It also includes implementing agencies, whose specific M&E tasks and deliverables should be included in the ToRs.

Introduction

IFAD has a unique contribution to make to meet the Sustainable Development Goals (SDGs). With a key role to play in ending rural poverty and hunger, tackling the challenges of environmental sustainability and climate change, improving nutrition, empowering rural women and girls, creating opportunities for rural youth and addressing fragility and migration in rural areas, the Fund works unceasingly to increase its effectiveness to deliver the best possible results for the millions of poor rural men and women in developing countries it aims to reach. To do so, it has developed effective monitoring and evaluation (M&E) and knowledge management systems and tools to measure, assess and document achievements and pinpoint areas that need improvement. This enables IFAD to constantly improve the way it designs development projects, monitors progress and measures results and impact.

This M&E Note is the backbone guidance document for the M&E function in IFAD-financed projects. Operational in focus, its aim is to support project and IFAD staff throughout the project cycle. It is complemented by a series of focused practical guidance and manuals. Concerning the structure of the M&E Note, the first section reflects the conceptual framework, which outlines IFAD's guiding principles and approach to M&E and explains roles and responsibilities at both the project and organizational level. This is followed by an overview of M&E-related requirements and the deliverables expected throughout the project cycle. Reference is also provided to manuals, guidance notes and participatory monitoring and evaluation (PM&E) training modules developed by IFAD to support the preparation of such deliverables.

1. Conceptual framework: M&E in IFAD-financed projects

The use of evidence-based decision-making to improve performance is essential for expanding and strengthening IFAD's impact in support of the rural poor. Improved results management means that the Fund can provide more inclusive, effective and sustainable support to the most vulnerable communities.¹

1.1. IFAD's guiding principles

1.1.1 IFAD's Strategic Framework 2016-2025

IFAD's Strategic Framework 2016-2025 indicates how IFAD intends to play a critical role in the inclusive and sustainable transformation of rural areas. It articulates IFAD's contribution to the 2030 Agenda and meeting the SDGs. It presents the overarching goal, principles of engagement, strategic objectives (SOs), outcomes and pillars of results delivery guiding IFAD's operations over the 2016-2025 period.

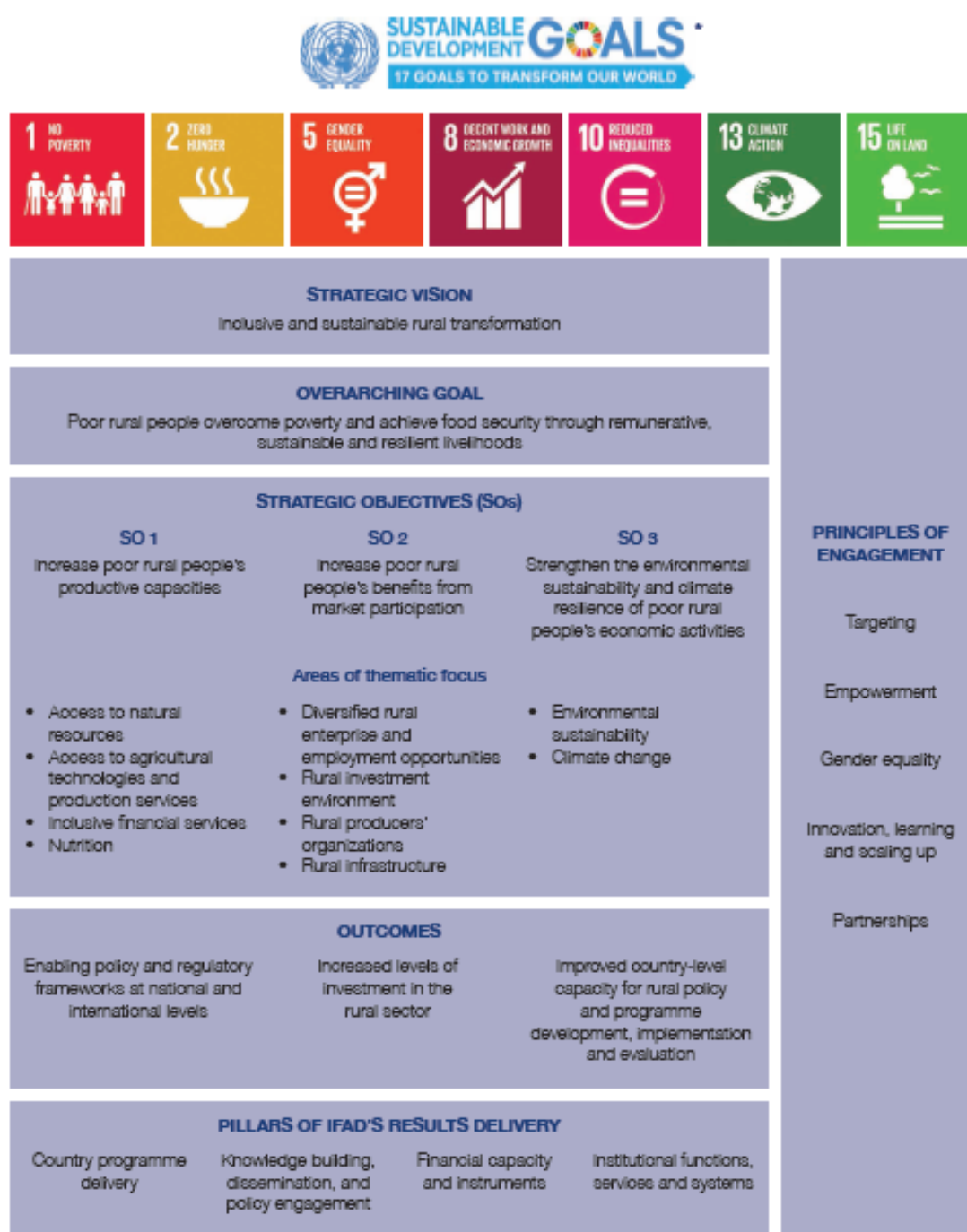
IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable and resilient livelihoods.

To do so, the framework includes three SOs whose indicators are mapped to the SDGs:

- Increase poor rural people's productive capacities;
- Increase poor rural people's benefits from market participation;
- Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities.

¹ The Twelfth Replenishment of IFAD's Resources (IFAD12) Results Management Framework 2022-2024.

Figure 1. Overview of IFAD's Strategic Framework 2016-2025



* IFAD's work will contribute significantly to Agenda 2030, particularly to SDGs 1 and 2, as well as to SDGs 5, 8, 10, 13, and 15.

1.1.2 IFAD Development Effectiveness Framework

IFAD is committed to meeting the objectives set forth in IFAD's Strategic Framework and contributing to the 2030 Agenda by making the results agenda and development effectiveness a top corporate priority. For this purpose, it introduced the Development

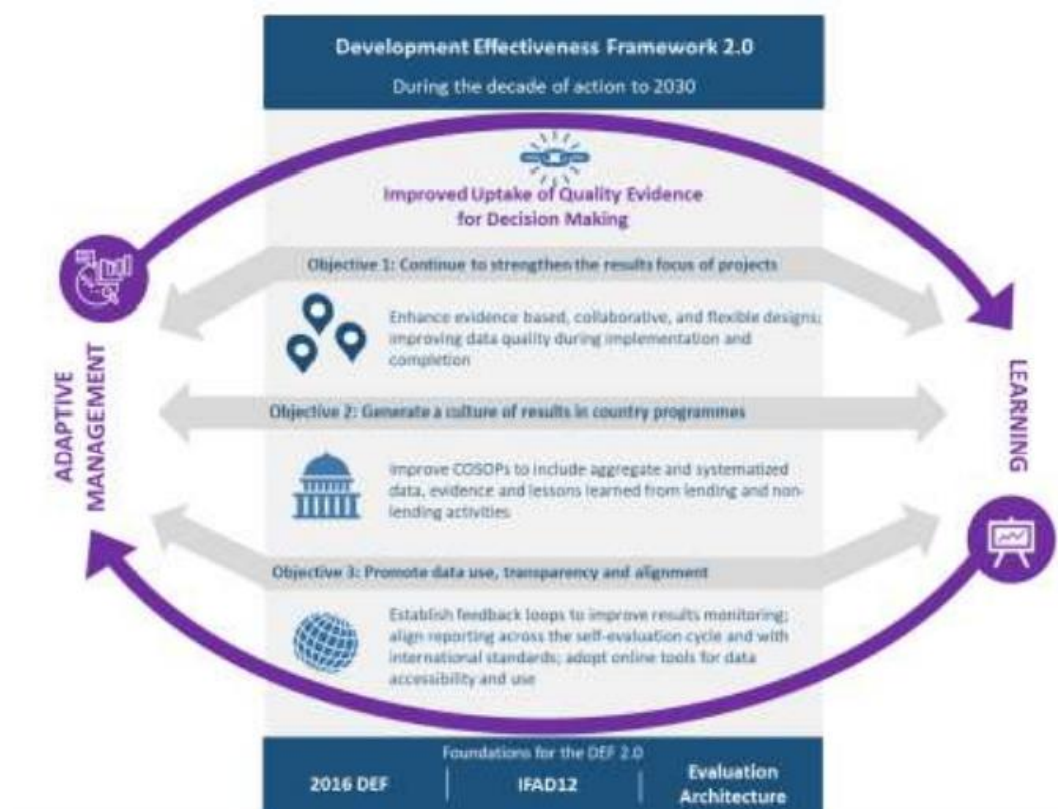
Effectiveness Framework (DEF) in 2016 (DEF 2016).² This comprehensive, coherent approach to improving project monitoring was reviewed and updated in 2021 and led to the preparation of IFAD DEF 2.0.³

DEF 2.0 proposes maintaining the goal of DEF 2016 but shifts the focus from the production of evidence to the utilization of evidence for quality decision-making and greater development effectiveness. It proposes three updated objectives and suggests the need for two cross-cutting areas (adaptive management and learning) to ensure that the objectives are met. The three objectives are:

- Further enhance results focus in projects.
- Promote culture of results at country programme level.
- Promote data use, transparency and alignment.

These objectives will be operationalized through a series of activities, all of which are aligned with IFAD12 commitments and will build on ongoing work across IFAD.

Figure 2. Development Effectiveness Framework 2.0



² <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-12.pdf>.

³ <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-24.pdf>.

1.1.3 IFAD's Results Management Framework (RMF)⁴

IFAD's RMF is driven by the Fund's contributions to the 2030 Agenda for Sustainable Development and its related SDGs and is informed by IFAD's DEF. Its overarching goal is to support the monitoring and reporting of IFAD's contributions to meeting the Fund's SOs and the 2030 Agenda for Sustainable Development. IFAD's contributions are measured through quantitative indicators and time-bound commitments.

IFAD's RMF is developed/adapted for each IFAD replenishment cycle to reflect the priorities indicated by Member States during this replenishment and consultation process.

The IFAD12 RMF for 2022-2024 has been adapted to the IFAD12 business model. It includes new or enhanced indicators for mainstreaming and other themes and aspires to integrate new initiatives such as private sector engagement.

The IFAD12 RMF is structured by level, or "Tier", from top to bottom, of development objectives, development results and operational and organizational performance, with increasing attributability to the organization moving down the tiers. These three tiers/levels correspond to the IFAD12 theory of change, presented below.

⁴ Report on IFAD12 Consultation: <https://webapps.ifad.org/members/gc/44/docs/GC-44-L-6-Rev-1.pdf>.

Figure 3. IFAD12 theory of change



An online dashboard has been developed for the IFAD12 RMF period so that members and Management can consult and monitor IFAD's results more closely. The IFAD12 RMF will also be reported on through the annual Report on IFAD's Development Effectiveness (RIDE). The RIDE will be supplemented with the Independent Office of Evaluation of IFAD's (IOE) Annual Report on the Independent Evaluation of IFAD (ARIE).

1.2. IFAD's approach to M&E

1.2.1 Results measurement

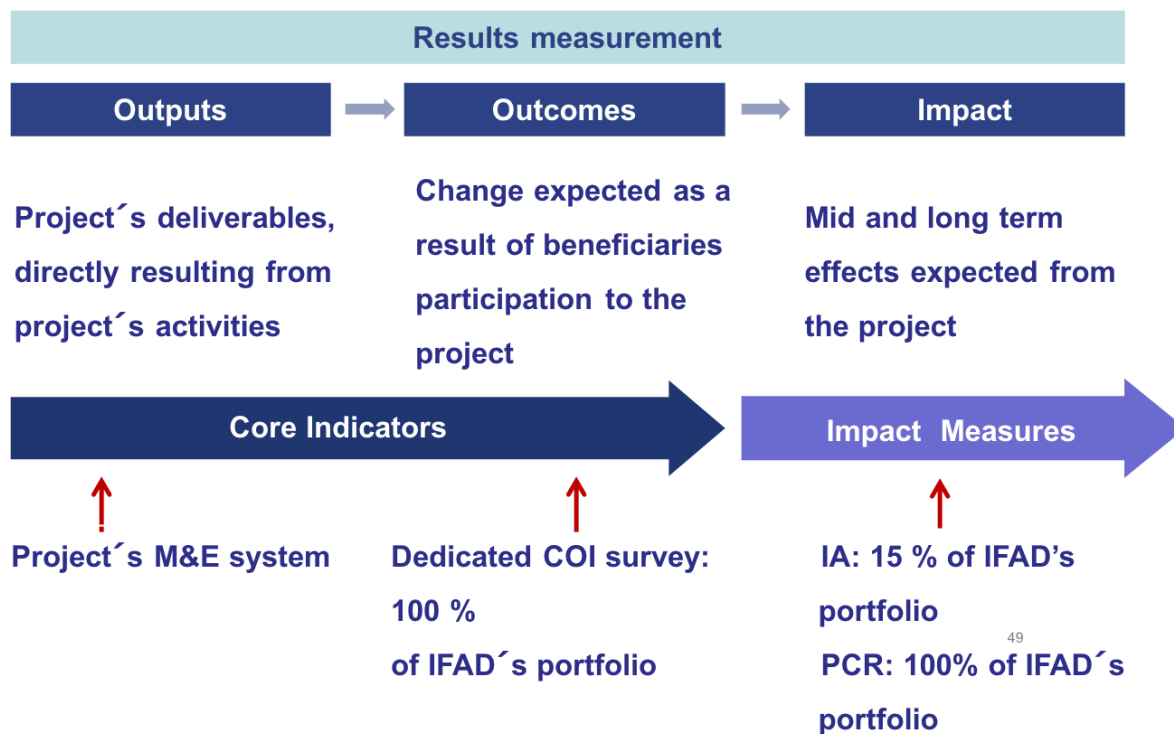
Each level of results, namely outputs, outcomes and impact, is monitored and evaluated through IFAD systems, thus promoting better linkages between project M&E and corporate results reporting.

Outputs, which are deliverables directly resulting from project activities, are tracked by IFAD core indicators (CIs) and are usually obtained from the project M&E system and then uploaded to the Operational Results Management System (ORMS).

Outcomes, which measure the changes expected as a result of the beneficiaries' participation in the project, are also tracked by CIs –which, at outcome level, are called Core Outcome Indicators (COI)– and obtained through dedicated COI surveys for the entire IFAD portfolio and then uploaded to ORMS.

While 15 per cent of IFAD portfolio is subject to a rigorous and detailed impact assessment (IA) by IFAD's Research and Impact Assessment Division (RIA), all projects should still report on impact in their project completion report.

Figure 4. Results measurement



1.2.2 M&E perspectives and use of M&E results

Data and results gathered and consolidated by project M&E systems serve various purposes and different audiences.

Context	Tools	Deliverables	Audience
M&E at corporate level			
<ul style="list-style-type: none"> SDG and 2030 Agenda IFAD Strategic Framework DEF IFAD 11/12 RMF (Tier I, II and III indicators) 	<ul style="list-style-type: none"> Core indicators framework ORMS IFAD performance indicators IFAD guidelines (design, implementation and completion) Impact assessments 	<ul style="list-style-type: none"> Dashboards RIDE ARIE 	<ul style="list-style-type: none"> IFAD management Executive Board Governing Council Other stakeholders / general public
M&E at project level			
<ul style="list-style-type: none"> IFAD requirements (logframe indicators, reports) Government requirements (indicators/data, reports) Aiming for adaptive management (Results Based Management) 	<ul style="list-style-type: none"> M&E Note ToC and logframe guidance M&E plan guidance ToRs for M&E officer template ToRs for M&E specialist template 	<ul style="list-style-type: none"> AWPB Consolidated semi-annual and annual reports Updated logframe Progress and results reports 	<ul style="list-style-type: none"> Project coordinator Government IFAD Co-financiers Other stakeholders

Both levels of M&E tools and deliverables are developed in detail in the following sections

M&E in IFAD and corporate reporting. The M&E results generated by the project M&E system through the logframe indicators (specifically the CIs) and performance indicators (from the project supervision report [PSR]) are captured in IFAD's ORMS to facilitate corporate reporting.

In fact, IFAD has developed and introduced a set of tools that ensure that information is properly collected and reported at the corporate level. In 2018, a set of CIs were adopted and integrated into project logframe and M&E systems to assess project results more accurately (see box below and CI framework). The associated COI measurement guidelines describe the mandatory methodology developed by IFAD for collecting timely and reliable data on CIs at the outcome level at project baseline, midterm and completion stages. IFAD's ORMS, created in 2017, is an IFAD online system for project management from design, through supervision, to completion that facilitates proper data reporting and

provides real-time access to results achieved. ORMS is a key part of the effort to streamline project cycle processes and enhance data analytics.

IFAD corporate results reporting relies on three main documents: The RIDE is the Fund's main corporate document reporting on institutional and development effectiveness. It reports on progress against the indicators and targets in the Fund's RMF, including impact indicators through the impact assessment agenda. The RIDE's main objective is to strengthen accountability and learning and identify systemic issues that need attention to improve organizational performance and results. The ARIE is issued by IOE and examines IFAD's overall programme performance each year. It is IFAD's principal external accountability tool and makes it possible to monitor the effectiveness of its work. Finally, the online dashboard presents IFAD12 RMF indicators, targets and progress. The dashboard is accessible through the IFAD website and provides stakeholders with the most up-to-date results and progress made toward targets.

1.3. M&E roles and responsibilities

The assignment of clear responsibilities and co-leadership roles is key to ensuring accountability and self-evaluation at the project level throughout the project cycle (see IFAD Operations Manual, annex II of project design guidelines and annex III of project implementation guidelines). Many actors are involved in M&E activities or use M&E-related data.

1.3.1 Country level

- **Beneficiaries/producers' organizations**

Beneficiaries and/or producers' organizations should play a key role in M&E activities, such as keeping records of activities supported by the project and monitoring their business plan against predefined progress indicators. They are also surveyed at baseline, midterm and completion.

- **PMU**

Project field staff are generally in charge of collecting and submitting monitoring data and may also play a role in computerizing results in the management information system (MIS) (if any). They also prepare local progress reports for project central staff.

Project central staff and the M&E team in particular play a key role in M&E activities. The M&E team is responsible for developing the M&E strategy and tools (M&E plan, MIS, data collection and reporting forms, etc.) and supervising all M&E-related activities at the project level. The project coordinator should base decisions on evidence provided by the M&E system, link with government and convey all the required information to it.

- **Government**

The government is responsible for overall project implementation and management – including M&E. It provides strategic guidance and indicates resource availability. It uses evidence and M&E data (annual workplan and budget [AWPB], progress reports, etc.) for decision-making.

1.3.2 IFAD level

- **Regional divisions**

Country teams support the implementation of IFAD-financed projects. Among many other tasks, they are responsible for supervising M&E activities and should ensure that reports and data are presented on time with relevant, high-quality information. They are also in charge of entering data in IFAD's ORMS.

Regional teams support country teams in their M&E tasks and review reports (PSR, midterm review [MTR] and project completion report [PCR]). They oversee the division's portfolio management and are the link between country teams and the Operational Policy and Results Division (OPR). They provide technical support and convey M&E corporate guidance and requirements to country teams.

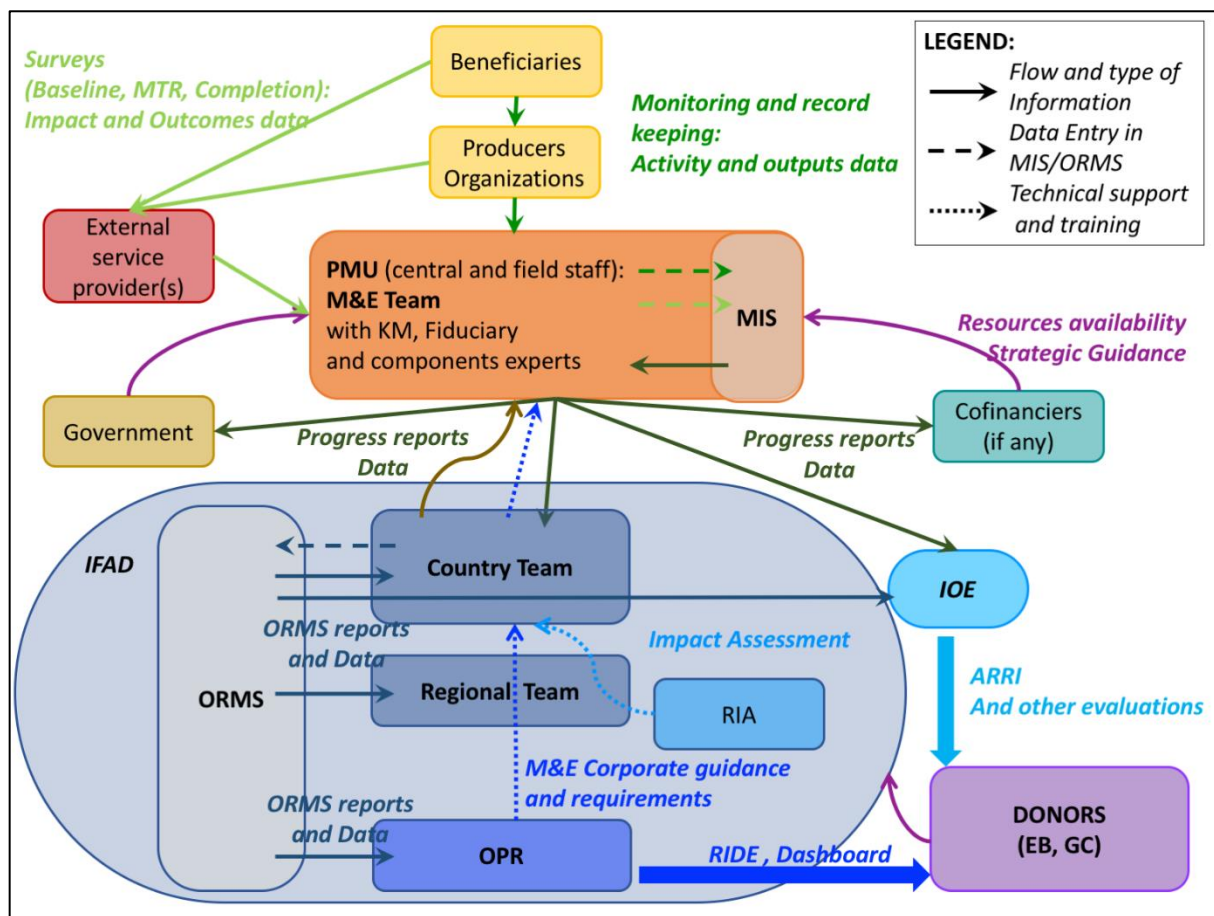
M&E specialists may be hired by country/regional teams to provide support on M&E at design and supervision.

- **OPR** plays a key role in coordinating IFAD's efforts in results management and self-evaluation by coordinating the development of self-evaluation policies, procedures and systems and promoting systematic learning. OPR oversees operational policies and procedures, operational training, compliance with environmental and social safeguards and project procurement policies and operational performance monitoring and results reporting. It is also responsible for managing corporate databases, including ORMS and the Corporate Dashboard, and is in charge of preparing the RIDE. It manages IFAD's self-evaluation architecture, including the interface with IOE.
- **The Research and Impact Assessment Division** is responsible for conducting rigorous IAs on 15 per cent of IFAD investments and for corporate impact assessment reporting. It also shares responsibility for implementing the DEF with OPR.

1.3.3 External

- **The Independent Office of Evaluation of IFAD.** IFAD's self- and independent evaluation systems have been further harmonized. This was accomplished by harmonizing IFAD and IOE criteria for assessing completed projects.
- **Donors, Executive Board, Governing Council.** These are the primary audience for IFAD corporate reporting (RIDE, ARIE). Based on the information in these reports, they provide strategic guidance to IFAD.
- **Service providers.** External firms may be contracted to perform some M&E tasks (such as surveys and MIS development).

Figure 5. Summary of M&E roles and responsibilities



2. M&E requirements and deliverables throughout the project cycle

Project M&E is a cross-cutting area spanning the entire project cycle from project design to completion and evaluation. The following section presents the different M&E-related requirements and deliverables expected throughout the project cycle by project stage (design and review process, implementation and completion). For each M&E-related deliverable (**=>deliverables**), this Note refers to manuals, guidelines and PM&E training modules developed by IFAD that provide further technical explanations and guidance.

	Design	Implementation			Completion
		Start up	Supervision	Day-to-day Impl.	
⇒ M&E deliverables	ToC	M&E Staff recruitment	M&E Specialist recruitment	Elaboration of AWPB	COI completion survey and report
	Logframe	Validation ToC & Logframe	Contribution to supervision report	Progress and results reports	PCR
	Contribution to Design Report	M&E Plan	Mid-Term	Semi-annual and annual reports	
		MIS set-up	COI Mid-term Survey and report	Training on M&E	
		COI baseline survey and report	Contribution to MTR report		
		Training on M&E	Adaptation of M&E aspects		

➤ M&E manuals and guidance

Project Design Guidelines	✓				
Project Impl. Guidelines		✓	✓		
Completion Guidelines					✓
M&E Contributions in design/implementation	✓		✓		
ToC and Logframe Guidance	✓	✓	✓	✓	✓
ORMS Quick Cards	✓		✓		✓
CI Framework	✓	✓	✓	✓	✓
ToR Project M&E Officer	✓	✓			
M&E Plan Guidance and template		✓	✓	✓	
MIS Guidance (to be developed)		✓	✓	✓	
Training on M&E	✓	✓		✓	
COI Guidelines		✓	✓		✓
ToR IFAD M&E specialist			✓		

➤ Planning, Monitoring & Evaluation online training modules

Project and IFAD M&E	✓		✓		✓
M&E in project designs	✓				
ToC and Logframe	✓	✓	✓	✓	✓
M&E Plan		✓	✓	✓	
MIS		✓	✓	✓	
M&E during implementation		✓	✓	✓	
COI measurement guidelines		✓	✓		✓

Audience: ✓ IFAD staff and consultants ✓ Project staff ✓ IFAD and Project staff

2.1. Design and review process

The project design process, as introduced by [PB/2018/04](#), is based on a greater focus on results and development effectiveness. It means that project designs should include a well-articulated theory of change (ToC) and describe a sound M&E system that makes it possible to assess the ToC and facilitates learning and evidence-based decision-making. To this end, the following deliverables are expected as part of the design report:



⇒ Theory of change

The ToC illustrates the causal pathway expected to be activated by project inputs and activities and the related outputs to achieve intended results and impacts. It should lay the foundation on which the project design and logframe are built. The ToC should be developed at a very early stage in project design and be included in the PCN and later in the design document.

The ToC should be developed by the **IFAD M&E specialist**⁵ in collaboration with the IFAD design team and the country project team to ensure a common understanding of what the project aims to achieve and how it intends to achieve it.

Reference manuals and guidelines
<ul style="list-style-type: none">• ToC and logframe guidance note• Project design guidelines, in particular:<ul style="list-style-type: none">○ Annex I - Development Effectiveness Matrix DEM+⁶○ Annex IV - Technical guidance note for ToC, logframes and CIs⁷

⇒ Logical framework

⁵ IFAD M&E specialist is the person responsible for M&E during the design process. This individual can be an IFAD staff member or a consultant hired for the design.

⁶ <https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/Annex%20I.pdf>

⁷ <https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/Annex%20IV.pdf>

The logframe is a prominent element in project design and a key project management tool. It spells out the indicators that will be used to monitor progress and overall achievement, how they will be monitored and where the data can be found.

It should be developed at a very early stage in project design and included in the project concept note and later in the design document. The scope of the project may evolve while fine-tuning the PDR. It is very important that the design report reflect all changes in the ToC and logframe, thereby ensuring the consistency of the document as a whole.

The ToC should be the product of collaboration between IFAD's design team and the country project team to ensure a common understanding of what the project aims to achieve and how it intends to achieve it. The logframe should be created in the dedicated section of ORMS.

Reference manuals and guidelines
<ul style="list-style-type: none"> • ToC and logframe guidance note • CI framework⁸ • Project design guidelines, in particular: <ul style="list-style-type: none"> ◦ Annex I - Development Effectiveness Matrix DEM+⁹ ◦ Annex IV - Technical guidance note for ToC, logframes and CIs¹⁰ • ORMS quick cards: logframe set-up¹¹

Mainstreaming requirements. IFAD-financed projects may include one or more IFAD mainstreaming themes – environment and climate change, gender, nutrition and youth. It is important to ensure that the mainstreaming themes are effectively integrated into the logframe by inserting the relevant indicators and/or multipliers for nutrition – and youth-sensitive/gender-transformative/ Adaptation for Smallholder Agriculture Programme (ASAP)-financed projects. Stakeholder feedback outcome indicators must be included in the logframe as well.

⁸https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

⁹<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/Annex%20I.pdf>

¹⁰<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/Annex%20IV.pdf>

¹¹ <https://ictcat.ifad.org/logframe>

Reference manuals and guidelines
<ul style="list-style-type: none"> • CI framework¹² • Report on the Twelfth Replenishment of IFAD's Resources, 2021.¹³ • IFAD Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability¹⁴ • IFAD12 design guidance on mainstreaming themes

⇒ **Contributions to design documents (project concept note [PCN], project design report [PDR], President's report [PR], related annexes)**

The design documents include, in order of preparation: the PCN, the PDR and the PR, together with their annexes. M&E is a cross-cutting area and thus, several sections of the design documents are directly or indirectly linked with M&E aspects. **The M&E specialist** in charge of M&E aspects is directly responsible, then, for some sections and should contribute to other related sections (by ensuring consistency and providing some inputs).

Design documents are then reviewed through IFAD internal review processes within the Operational Strategy and Policy Guidance Committee (OSC), Design Review Meeting (DRM) and the Quality Assurance Group using the DEM+ review matrix to ensure project quality and evaluability. Three sections of the DEM+ matrix are devoted solely to M&E requirements (effectiveness, logframe and quality of indicators and M&E system), while questions referring to M&E-related issues can also be found in sections linked to but not entirely devoted to M&E (EFA, procurement, AWPB, project implementation manual [PIM] and knowledge management).

The following key M&E elements must be present in the design documents:

- A ToC that is coherent, achievable and clearly explained.
- A logframe that is consistent with the ToC, EFA and the project description and adequately integrates relevant mainstreaming themes.
- A logframe that includes SMART indicators and relevant CIs and targets consistent with the project targeting strategy.

¹²https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

¹³ [https://www.ifad.org/en/-/document/report-of-the-consultation-on-the-twelfth-replenishment-of-ifad-s-resources#:~:text=The%20Consultation%20on%20the%20Twelfth%20Replenishment%20of%20IFAD's%20Resources%20\(IFAD12,effects%20of%20the%20crisis%20brought](https://www.ifad.org/en/-/document/report-of-the-consultation-on-the-twelfth-replenishment-of-ifad-s-resources#:~:text=The%20Consultation%20on%20the%20Twelfth%20Replenishment%20of%20IFAD's%20Resources%20(IFAD12,effects%20of%20the%20crisis%20brought)

¹⁴ EB 2019/128/R.13

- M&E activities that are correctly budgeted and included in the project description, AWPB and procurement plan.
- A description of the main roles and responsibilities.
- Guiding principles for project planning, M&E established and aligned with national systems.
- The key processes for data collection, especially with respect to baseline, mid-term and completion surveys.

Reference manuals and guidelines
<ul style="list-style-type: none"> • Project design guidelines¹⁵ • Design document templates (PCN, PDR and PR templates)¹⁶

2.2. Implementation

Project implementation extends from project entry into force to project completion and corresponds to the period in which project activities are under way. Different phases can be distinguished during project implementation: (i) it begins with **project start-up**, where key M&E-related elements are developed and defined (including the baseline); (ii) implementation is punctuated by yearly formal IFAD **supervision missions** (including MTR); and (iii) aside from specific events/missions, **continuous day-to-day implementation** also plays an important role in ensuring effective project M&E.

2.2.1 Start-up and baseline

Project start-up is a phase that is critical for effective project implementation; many key documents and aspects of the project are developed at that point.

To this end, the following deliverables are expected in the start-up and baseline phase:



¹⁵ <https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/Project%20Design%20Guidelines%202022.pdf>

¹⁶ IFAD Operations Manual (<https://xdesk.ifad.org/sites/opsmanual/index>)

⇒ **Recruitment of project M&E officer**

The project M&E officer coordinates the M&E function, which is usually shared among selected staff from the project management unit and implementing institutions. The project M&E officer is responsible for key aspects of project implementation:

- Planning and coordinating activities described in the M&E plan or manual.
- Providing accurate, complete and up-to-date information about the project that will help project management, government and donors make informed decisions.
- Providing timely, relevant information to project stakeholders in reports, presentations and other means of communication.

It is very important, then, for the project M&E officer to be recruited by the **project coordinator** as soon as possible and play an important role in project start-up.

Reference manuals and guidelines
<ul style="list-style-type: none">• ToRs for project M&E officer

⇒ **Validation of the ToC and logframe**

The ToC and logframe are developed during design and included in the PDR and PR. They are key project management tools and thus need to be reviewed and validated at start-up by the country project team (which may not necessarily have participated to the design) and the project's main stakeholders to ensure a common understanding of what the project aims to achieve and how it intends to achieve it. The **project M&E officer and IFAD M&E specialist** are in charge of facilitating this process. The scope of the project may have evolved since project design, and it is very important for any adjustments to be reflected.

The review of the logframe also provides an opportunity to ensure that IFAD's mainstreaming themes and corporate commitments are adequately integrated into the logframe and reflect the project's approach.

Reference manuals and guidelines
<ul style="list-style-type: none">• ToC and logframe guidance note• CI framework¹⁷

¹⁷https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

⇒ **M&E plan**

The M&E plan operationalizes the M&E system and spells out all the necessary operational details, thus ensuring smooth and proper functioning of the M&E system, including the M&E approach, processes, activities, tools, responsibilities and deliverables. In an annex, it also provides all the necessary data collection forms, report templates, progress report outline, survey Tors and questionnaire, etc.

In particular, the M&E plan should include an annex that contains the M&E matrix describing each indicator and explaining what exactly it means, what it counts, what data should be collected and by whom, and how and when the data will be collected. The link between each (output) indicator and AWPB items should also be clearly spelled out. IFAD core indicators in particular are broad by nature, and their specific meaning in the context of the project must be explained.

The M&E plan guides project staff and implementation partners on how and when to conduct M&E activities, which is why the plan should already have been developed at start-up and the PIM finalized.

Key elements of the M&E plan are already included in the PDR but require further description. The M&E plan can be developed either as a separate document or as a section of the PIM.

Reference manuals and guidelines
<ul style="list-style-type: none">• M&E plan guidance and template• ToC and logframe guidance note• CI framework¹⁸

⇒ **MIS set-up**

The MIS provides the project coordinator and other PMU members with timely, accurate information on implementation progress and results. The deliverable is a database or spreadsheet-based system that can be used to keep PM&E data safely in one place and easily accessible and to transform large quantities of data into usable information. It thus increases transparency by allowing data to be properly stored and traced. The MIS should help the project coordinator and other PMU members make informed decisions and prepare

¹⁸https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

good quality reports, meeting the respective information requirements of the government, IFAD and cofinanciers.

The MIS should be set up as part of project start-up activities. It is important that the MIS be ready when project activities begin and beneficiaries start receiving project support to collect, store and analyse the monitoring information as the data are collected. Otherwise, the project might begin collecting data without the ability to properly record it and so accumulate delays in data entry.

The M&E officer coordinates the process and oversees recruitment of the service provider/consultant. **The MIS provider/developer**, in turn, is responsible for developing and setting up the MIS. The IFAD **M&E specialist** provides backstopping/quality check.

⇒ **Training on M&E aspects**

Training on M&E aspects can be provided to the project team at start-up. The topics and audience may vary, depending on the project's characteristics and team capacities.

For instance, it is recommended that the IFAD M&E framework and corporate commitments (CI framework, mainstreaming themes, etc.) be presented and some basic M&E training provided to all project staff. More technical training can be provided to staff specifically involved in M&E (COI guidelines, ToC, etc.). IFAD has developed materials to support training activities.

Planning, monitoring & evaluation online training
<ul style="list-style-type: none">• Operations Academy: Fundamentals of Monitoring & Evaluation¹⁹ (M&E)- Level 1• COI online training²⁰

⇒ **COI baseline survey**

The purpose of the baseline survey is to identify household characteristics before project interventions and generate benchmark information for logframe indicators.

IFAD's COI measurement guidelines should be used to prepare the baseline survey, which should be conducted in the first year of project implementation. Training and coaching on

¹⁹ <https://ifad.csod.com/ui/lms-learning-details/app/curriculum/a07bfa67-06aa-427f-a1cd-f8959a8da00f>

²⁰ <https://www.ifad.org/en/coitraining/>

IFAD's core indicator survey guidelines and questionnaire are available on the IFAD website.

The survey can be contracted out or conducted in-house (national institute of statistics). The M&E officer oversees the process (selection; backstopping and supervision; quality control of process), but IFAD's clearance should be sought for key aspects (survey ToRs and then, methodology).

The following elements should be considered when preparing for and conducting the baseline survey:

- Conducting the survey requires good planning to ensure that the results are available in a timely manner, since procurement processes and fieldwork might prove to be lengthy.
- The data should be collected before any benefits have reached the (potential) beneficiaries, thus providing a detailed description of the initial situation.

Reference manuals and guidelines	Planning, monitoring & evaluation online training
<ul style="list-style-type: none"> • COI measurement guidelines²¹ • CI framework²² 	<ul style="list-style-type: none"> • COI online training²³

⇒ **Baseline report**

The baseline report summarizes the conclusions from the survey analysis and includes the following elements:

- A description of the methodology and questionnaire used
- A list of the villages/communities surveyed
- The survey results and their analysis and interpretation
- The updated logframe (baseline values and targets), based on the survey results
- The survey database

The M&E officer oversees the preparation of the report and assures its quality.

²¹ https://xdesk.ifad.org/sites/opr/opr-ts/_layouts/15/start.aspx#/COI/Forms/AllItems.aspx

²² https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

²³ <https://www.ifad.org/en/coitraining/>

Reference manuals and guidelines	Planning, monitoring & evaluation online training
<ul style="list-style-type: none"> COI measurement guidelines²⁴ 	<ul style="list-style-type: none"> COI online training²⁵

2.2.2 Supervision

In the context of the continuous supervision afforded by IFAD's decentralization, assistance and support can be provided throughout the project cycle. However, IFAD requires at least one full supervision mission every 12 months. The results of the supervision review mission are captured in a supervision mission report generated online in ORMS.²⁶

Supervision (and implementation support) mission

Supervision missions should assess whether the M&E system in place satisfies the information demand and examine the quality of the data collected by the M&E system. The system should produce adequate reliable information to monitor project implementation performance and measure project results. It should also contribute to project decision-making and learning processes. The deliverables before and during the mission are the following:



⇒ ToRs for M&E specialist

The participation of an M&E specialist during supervision missions is highly recommended – especially so at MTR, when the overall project logic is reviewed, often resulting in project restructuring, including modifications to the project logframe. The M&E specialist should have sufficient time during the mission (and if needed, post-mission implementation support) to perform all the tasks described in the ToRs template.

The main mission objectives of the M&E specialist are:

- To evaluate the effectiveness of the M&E system and the performance of M&E staff in recording performance indicators and collecting and analysing data on project progress.

²⁴ <https://xdesk.ifad.org/sites/opr/opr-ts/layouts/15/start.aspx#/COI/Forms/AllItems.aspx>

²⁵ <https://www.ifad.org/en/coitraining/>

²⁶ Project implementation guidelines. IFAD 2020. (<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Templates/ORMS%20Offline%20PSR%20Template%20-%20English.docx>)

- To measure the project's physical progress against the objectives and targets included in the logical framework and the AWPB.
- To provide recommendations on any design modifications (M&E system or logframe) necessary to improve project performance.

Reference manuals and guidelines
<ul style="list-style-type: none"> • ToR for M&E specialist

⇒ **Analysis of M&E aspects and contributions to the supervision report**

The analysis of M&E aspects as part of supervision missions includes the following:

- Review of existing M&E documentation (this should be done prior to the mission if documents are available)
- Review and assessment of the accuracy of PMU results reporting up to that point.
- Assessment of the logframe logic and alignment between logframe targets and project progress to date. Should updates to the structure, logic, indicators or targets in the project LF be required, the supervision mission would recommend that the project be restructured and what the changes should be. These changes would be made through the necessary restructuring process to be conducted in ORMS.
- Assessment of the performance of the M&E system and MIS
- Review of the preparation of the project M&E plan and AWPB
- Assessment of participatory and inclusive monitoring and planning.

Details of the required analysis are provided in the ToRs for the M&E specialist. Based on the time available and the stage of the project, the expected tasks and outputs must be adapted for each mission.

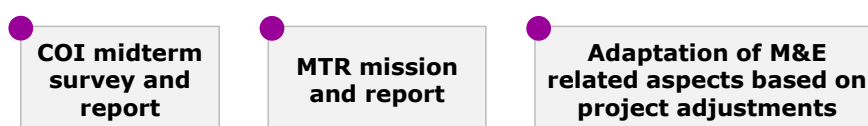
M&E is a cross-cutting area and therefore, several sections and performance indicators in the supervision report are related to M&E aspects. The M&E specialist is thus directly responsible for some sections and ratings in the supervision report and contributes to other related sections and ratings by ensuring consistency and providing some inputs.

Reference manuals and guidelines
<ul style="list-style-type: none"> Project Implementation guidelines - M&E section in "Annex I – Guidance note Performance Score Descriptors"²⁷ "ORMS Offline Project Supervision template"²⁸ in the Implementation section of the Operations Manual

2.2.3 Mid-term Review

The MTR is usually scheduled halfway through the life of the project.²⁹ The MTR generally follows the same principles and processes as a regular supervision mission but conducts an in-depth evaluation of implementation issues and project adjustment options. The midterm mission examines early evidence of progress toward objectives, assessing whether the project is on the right track. It should also provide justification for delays, changes and risks in progressing toward the achievement of project outcomes and the objective.

To this end, the following deliverables are expected at midterm:



⇒ **COI midterm survey and report**

The MTR survey is aimed at measuring the midterm values of project outcome (and impact, if included) indicators, making it possible to compare midterm with baseline data.

IFAD COI measurement guidelines should be used to prepare the midterm survey. Conducting the survey requires good planning to ensure that results are available in a timely manner, as procurement processes and fieldwork could prove to be lengthy. The midterm survey should be conducted and the results made available prior to the midterm review missions to enable teams to use survey results in their mission reports. The midterm survey should be conducted on the same sample of beneficiaries as the baseline survey, if feasible.

²⁷ <https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Guidelines/Annex%20I%20-%20Eng.pdf>

²⁸ Project implementation guidelines. IFAD 2020. (<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Template%20ORMS%20Offline%20PSR%20Template%20-%20English.docx>)

²⁹ In agreement with the recipient, the MTR can be scheduled at any point in the life cycle of a project (IFAD project implementation guidelines).

Training and coaching on IFAD's core indicator survey guidelines and questionnaire are available on the IFAD website.

The survey can be contracted out or conducted in-house (national institute of statistics). The M&E officer oversees the process (selection; backstopping and supervision; quality control of the process), but IFAD clearance should be sought for key aspects (survey ToRs and then methodology).

The midterm survey report summarizes the conclusions from the survey analysis and should be made available prior to the MTR mission. The M&E officer oversees the preparation of the report and assures its quality. The report includes the following elements:

- A description of the methodology and questionnaire used
- A list of the villages/communities surveyed
- The survey results and their analysis and interpretation
- The updated logframe (midterm values and targets), based on the survey results
- The survey database

Reference manuals and guidelines	Planning, monitoring & evaluation online training
<ul style="list-style-type: none"> • COI measurement guidelines³⁰ • CI framework³¹ 	<ul style="list-style-type: none"> • COI online training³²

⇒ MTR mission and report

The MTR mission follows the same principles and processes as a regular supervision mission but usually requires an expanded team with staff/specialists who bring new perspectives to the issues under review and can develop alternative scenarios.³³ Although the required analysis of M&E aspects is more detailed, mandatory contributions to the MTR report concerning M&E aspects are similar to those for a normal supervision report (see section on supervision, above).

³⁰ https://xdesk.ifad.org/sites/opr/opr-ts/_layouts/15/start.aspx#/COI/Forms/AllItems.aspx

³¹ https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

³² <https://www.ifad.org/en/coitraining/>

³³ IFAD project implementation guidelines.

An **M&E specialist** should be present during the MTR to cover all M&E-related aspects of the mission and report.

Reference manuals and guidelines
<ul style="list-style-type: none"> • Project Implementation guidelines - M&E section in "Annex I – Guidance note Performance Score Descriptors"³⁴ • "ORMS Offline Project Supervision template"³⁵ in the Implementation section of the Operations Manual

⇒ **Adaptation of M&E-related aspects based on project adjustments**

Since the MTR is an in-depth supervision, it offers an opportunity for the government and IFAD to reconsider the relevance, efficiency and effectiveness of the project design and implementation approach and to make the necessary adjustments and modifications to meet the development objective.³⁶

Changes in the design or implementation modalities may require adjustments to M&E indicators and targets; the ToC and logframe should then be reviewed accordingly. Concerning the logframe, it is expected that a review and assessment of accuracy of results reporting by PMU up to that point will be conducted. As a corollary, reported unsatisfactory results may indicate areas requiring further investigation and where adjustments to design and/or implementation are needed: supervision must be proactive under these circumstances in terms of identifying problem areas and potential solutions.

Moreover, MTR is also an occasion to assess logframe logic and alignment between logframe targets and project progress to date. Should updates to the structure, logic, indicators or targets in the project LF be required, the supervision mission would recommend that the project be restructured and indicate what the changes should be. Such changes would then be made through the necessary restructuring process to be carried out in ORMS.

The MTR is also a good opportunity for a comprehensive review and update of the M&E plan and PIM.

³⁴<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Guidelines/Annex%20I%20-%20Eng.pdf>

³⁵ Project implementation guidelines. IFAD 2020.
(<https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Template%20s/ORMS%20Offline%20PSR%20Template%20-%20English.docx>)

³⁶ Adjustments or modifications may take place at any point during implementation but are usually the result of the in-depth analysis conducted during MTR, which is why the section on the adaptation of M&E aspects is included in the MTR section.

Reference manuals and guidelines
<ul style="list-style-type: none"> • IFAD implementation guidelines ³⁷ • Logframe guidance (section on modifications) • IFAD Policy on Restructuring, 2018 ³⁸

2.2.4 Continuous day-to-day implementation

Continuous day-to-day implementation also plays an important role in ensuring effective planning, M&E of a project.

To this end, the following deliverables are expected as part of continuous day-to-day implementation:



⇒ Preparation of the AWPB

Preparation of the AWPB is formally the responsibility of the project coordinator but is usually undertaken by the M&E officer in close collaboration with the finance officer and the component specialists. It is then submitted to the government and IFAD for review and approval.

The AWPB stipulates the expected outputs (physical targets) for the coming year, for each project component. The AWPB then describes the activities to be implemented to deliver those outputs and the financial resources (financial targets) required to do so. It should be aligned and consistent with the logframe and the procurement plan.

Reference manuals and guidelines
<ul style="list-style-type: none"> • M&E plan guidance and template

⇒ Progress and results reports

The **project M&E officer** is in charge of collecting, compiling and processing quantitative and qualitative data for the preparation of progress and results reports. These reports are

³⁷ <https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Implementation/Guidelines/Project%20Implementation%20Guidelines.pdf>

³⁸ EB 2018/125/R.37/Rev.1

meant for project management and other stakeholders and are usually issued on a monthly basis and upon specific request.

Reference manuals and guidelines
<ul style="list-style-type: none"> • M&E plan guidance and template

⇒ **Consolidated semi-annual and annual reports**

Presentation of the semi-annual and annual reports is formally the responsibility of the project coordinator, but the reports are prepared by the M&E officer in close collaboration with the project component specialists. They are then submitted to the government and IFAD.

The reports measure implementation progress and achievements against annual targets for activity, output and outcome (after midterm) indicators. They contain consolidated data tables on financial and physical progress.

Reference manuals and guidelines
<ul style="list-style-type: none"> • M&E plan guidance and template

⇒ **Training on M&E aspects**

Training on M&E aspects can be provided throughout the project cycle based on identified needs. The topics and audience may vary, depending on the project's characteristics and team capacities.

IFAD has prepared material to support training activities.

Reference manuals and guidelines	Planning, monitoring & evaluation online training
<ul style="list-style-type: none"> • COI measurement guidelines³⁹ • CI framework⁴⁰ 	<ul style="list-style-type: none"> • COI online training⁴¹ • Operations Academy: Fundamentals of Monitoring & Evaluation⁴² (M&E)- Level 1

³⁹ https://xdesk.ifad.org/sites/opr/opr-ts/_layouts/15/start.aspx#/COI/Forms/AllItems.aspx

⁴⁰ https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

⁴¹ <https://www.ifad.org/en/coitraining/>

⁴² <https://ifad.csod.com/ui/lms-learning-details/app/curriculum/a07bfa67-06aa-427f-a1cd-f8959a8da00f>

2.3. Completion

⇒ COI completion survey and report

The completion survey measures a project's final results, which are inputted in the project logframe. Completion data finalize the evaluation process and should allow for the measurement of changes attributable to the project's intervention at the outcome and impact level and the degree to which the programme met its objectives.

IFAD's COI measurement guidelines should be used to prepare the completion survey. Conducting the survey requires good planning to ensure that the results are available in a timely manner, as procurement processes and fieldwork could prove to be lengthy. The completion survey should be conducted and the results made available prior to the completion mission to enable the teams to use the survey results in the PCR. The completion survey should be conducted on the same sample of beneficiaries as the baseline and midterm surveys, if feasible.

Training and coaching on IFAD's Core Indicator Survey Guidelines and questionnaire are available on the IFAD website.

The survey can be contracted out or conducted in-house (national institute of statistics). The M&E officer oversees the process (selection; backstopping and supervision; quality control of process), but IFAD's clearance should be sought for key aspects (survey ToRs and then, methodology).

The midterm survey report summarizes the conclusions from the survey analysis and should be made available prior to the completion mission. The M&E officer oversees the preparation of the report and assures its quality. The report includes the following elements:

- A description of the methodology and questionnaire used
- A list of the villages/communities surveyed
- The survey results and their analysis and interpretation
- The updated logframe (end values and targets), based on the survey results
- The survey database

Reference manuals and guidelines	Planning, monitoring & evaluation online training
<ul style="list-style-type: none"> • COI measurement guidelines⁴³ • CI framework⁴⁴ 	<ul style="list-style-type: none"> • COI online training⁴⁵

Completion mission and project completion report to be developed based on the completion guidelines, when finalized.

⁴³ https://xdesk.ifad.org/sites/opr/opr-ts/_layouts/15/start.aspx#/COI/Forms/AllItems.aspx

⁴⁴ https://xdesk.ifad.org/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Guidelines%20and%20Procedures/CI%20framework-update_12.05.22%20-%20ENG.pdf

⁴⁵ <https://www.ifad.org/en/coitraining/>

Annex I: M&E roadmap

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ Theory of change (ToC)	Foundation for project design and logframe. Included in: Main text in PCN/PDR/PR and annex 2 in PCN/PDR	DESIGN Developed at a very early stage of project design	M&E specialist	Collaboration between IFAD design team, the country project team and government representatives	<ul style="list-style-type: none"> ➤ ToC and logframe guidance note ➤ Project design guidelines - Annex I - Development Effectiveness Matrix DEM+ ➤ Project design guidelines - Annex IV: Technical Guidance Note: TOC and Log-frames and Core Indicators
⇒ Logframe	Key tool for project management. Integration of mainstreaming themes. Included in: Main text in PCN/PDR/PR and annex 1 in PCN/PDR/PR	DESIGN Developed at a very early stage of project design	M&E specialist.	Collaboration between the IFAD design team, the country project team and government representatives	<ul style="list-style-type: none"> ➤ ToC and logframe guidance note ➤ CI framework ➤ Project design guidelines - Annex I - Development Effectiveness Matrix DEM+ ➤ Project design guidelines - Annex IV: Technical Guidance Note: TOC and Log-frames and Core Indicators ➤ ORMS quick cards
⇒ Contributions to design documents (PCN, PDR, PR)	Direct responsibility for M&E aspects in the main text and annexes (ToC, logframe, M&E section in PIM, etc.). Contribution to related sections by ensuring consistency and providing some inputs (targeting strategy, cost tables, EFA, IPRM, etc.)	DESIGN	M&E specialist	Collaboration between the IFAD design team, the country project team and government representatives.	<ul style="list-style-type: none"> ➤ Project design guidelines ➤ PCN, PDR and PR templates ➤ ORMS quick cards
⇒ Recruitment of project M&E officer	Responsible for coordinating the project M&E function.	Implementation: START-UP as soon as possible	Project coordinator		<ul style="list-style-type: none"> ➤ ToRs for project M&E officer

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ Validation of the ToC and logframe	Key tools for project management. Validation of the ToC, logframe (and eventually, other M&E aspects) to ensure a common understanding. Adjustments, if needed	Implementation: START-UP (project year [PY]1)	M&E specialist and M&E officer.	Collaboration between the IFAD team, the country project team and government representatives.	<ul style="list-style-type: none"> ➤ ToC and logframe guidance note ➤ CI framework
⇒ M&E plan	Operationalization of the M&E system, describing the M&E approach, processes, activities, tools, responsibilities and deliverables. Based on elements presented in the design report	Implementation: START-UP (PY1)	M&E officer.	M&E specialist. Can provide assistance /quality control	<ul style="list-style-type: none"> ➤ M&E plan guidance and template ➤ ToC and logframe guidance note ➤ CI Framework
⇒ MIS set-up	The deliverable is a database or spreadsheet-based system providing timely, accurate information on implementation progress and results.	Implementation: START-UP (PY1)	M&E officer. Coordinates the process and oversees recruitment of any service provider/consultant. MIS provider/developer. Responsible for MIS development and set-up.	M&E specialist. Provides backstopping/ quality check the system.	
⇒ Training on M&E aspects	Training on M&E aspects provided to project team at start-up. Different topics and audience depending on the project's characteristics and team capacities.	Implementation: START-UP (PY1)	M&E specialist and/or M&E officer	IFAD regional divisions OPR	<ul style="list-style-type: none"> ➤ Operations Academy - Pillar II - Fundamentals of Monitoring & Evaluation (M&E) - Level 1 ➤ COI online training

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ COI baseline survey and report.	<p>Identification of household characteristics before project interventions.</p> <p>Establishment of benchmark information for logframe indicators.</p> <p>Survey contracted out or conducted in-house</p>	Implementation: BASELINE (PY1)	<p>M&E officer. Oversees the process (selection; backstopping and supervision; quality control of process and final report).</p> <p>Survey institution. Develops the methodology, conducts the survey and prepares the report</p>	M&E specialist assists with and checks the report. IFAD clearance for key aspects	<ul style="list-style-type: none"> ➤ COI measurement guidelines ➤ CI framework ➤ COI online training
⇒ Recruitment of M&E specialist	Participation of M&E specialist ⁴⁶ during supervision / implementation support mission. Mission objectives and tasks described in ToRs	Implementation: SUPERVISION MISSION (at least 1 supervision mission per year)	IFAD project delivery team		<ul style="list-style-type: none"> ➤ TOR for M&E specialist
⇒ Analysis of M&E aspects and contributions to the supervision report	<p>Direct responsibility for M&E for some M&E sections and ratings in the supervision report (effectiveness, AWPB, M&E system, logframe, etc.).</p> <p>Contribution to related sections by ensuring consistency and providing some inputs (targeting, beneficiary participation, cost tables, EFA, etc.)</p> <p>Preparation of M&E action plan, if needed</p>	Implementation: SUPERVISION MISSION (at least 1 supervision mission per year)	M&E specialist³	<p>Collaboration with M&E officer.</p> <p>Collaboration with other mission team members</p>	<ul style="list-style-type: none"> ➤ Project Implementation guidelines - M&E section in "Annex I – Guidance note Performance Score Descriptors" ➤ "ORMS Offline Project Supervision template" in the Implementation section of the Operations Manual

⁴⁶ Not every mission will include an M&E specialist. If none, then those tasks fall to the individual whose ToRs includes M&E aspects.

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ COI midterm survey and report.	<p>Measurement of midterm values for project outcome [and impact, if included] indicators, making it possible to compare midterm with baseline data.</p> <p>Survey contracted out or conducted in-house</p>	Implementation: MIDTERM REVIEW	<p>M&E officer. Oversees the process (selection; backstopping and supervision; quality control of process and final report).</p> <p>Survey institution Develops the methodology, conducts the survey and prepares the report</p>	M&E with Assists with and checks the report. IFAD clearance for key aspects	<ul style="list-style-type: none"> ➤ COI measurement guidelines ➤ CI framework ➤ COI online training
⇒ MTR mission and report.	<p>Direct responsibility for M&E for some M&E sections and ratings in the supervision report (effectiveness, AWPB, M&E system, logframe, etc.).</p> <p>Contribution to related sections by ensuring consistency and providing some inputs (targeting, beneficiary participation, cost tables, EFA, etc.)</p> <p>Preparation of M&E action plan, if needed</p>	Implementation: MIDTERM REVIEW	M&E specialist	<p>Collaboration with M&E officer.</p> <p>Collaboration with other mission team members</p>	<ul style="list-style-type: none"> ➤ Project Implementation guidelines - M&E section in "Annex I – Guidance note Performance Score Descriptors" ➤ "ORMS Offline Project Supervision template" in the Implementation section of the Operations Manual
⇒ Adaptation of M&E-related aspects based on project adjustments	<p>MTR is an opportunity to reconsider the relevance, efficiency and effectiveness of the project design and implementation approach and to make necessary adjustments and modifications⁴⁷.</p> <p>Changes in the design or implementation modalities may require adjustments in the ToC and logframe.</p>	Implementation: MIDTERM REVIEW	M&E specialist.	<p>Collaboration with M&E officer.</p> <p>Collaboration with other mission team members</p>	<ul style="list-style-type: none"> ➤ Project Implementation guidelines ➤ Logframe guidance (modifications section) ➤ IFAD Policy on Restructuring, 2018 ➤ ORMS quick cards

⁴⁷ Modifications mostly at MTR and might occur at project start-up; but can also occur at other points during implementation.

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ Preparation of the AWPB.	Determination of the expected outputs (physical targets) for the coming year for each project component. Description of the activities to be carried out to deliver these outputs and the financial resources (financial targets) required to do so.	Implementation: CONTINUOUS DAY-TO-DAY IMPLEMENTATION (annually).	M&E officer, but formally the responsibility of the project coordinator	Collaboration with the finance officer and PMU component specialists.	➤ M&E plan guidance and template
⇒ Progress and results reports.	Reports meant for project management and other stakeholders	Implementation: CONTINUOUS DAY-TO-DAY IMPLEMENTATION (Preparation on a monthly basis and upon request).	M&E officer.	Collaboration with the finance officer and PMU component specialists.	➤ M&E plan guidance and template
⇒ Consolidated semi-annual and annual reports.		Implementation: CONTINUOUS DAY-TO-DAY IMPLEMENTATION (annually).	M&E officer, but formally the responsibility of the project coordinator	Collaboration with the finance officer and PMU component specialists.	➤ M&E plan guidance and template
⇒ Training on M&E aspects	Training/backstopping on different topics depending on needs Different possible audiences: - M&E staff, given by an external M&E specialist; - project implementers, given by the M&E officer	Implementation: CONTINUOUS DAY-TO-DAY IMPLEMENTATION (when needed)	M&E specialist and/or M&E officer	IFAD regional divisions OPR	<ul style="list-style-type: none"> ➤ CI Framework ➤ COI measurement guidelines ➤ COI online training ➤ Operations Academy - Pillar II - Fundamentals of Monitoring & Evaluation (M&E) - Level 1

⇒ M&E deliverables	Description	Project stage	Responsible party	Collaboration	Manual / guidelines/ training modules
⇒ COI completion survey and report	<p>Measurement of the final values of project logframe indicators. Measurement of attributable changes at the outcome and impact level.</p> <p>Survey contracted out or conducted in-house</p>	COMPLETION	<p>M&E officer. Oversees the process (selection; backstopping and supervision; quality control of process and final report).</p> <p>Survey institution. Develops the methodology, conducts the survey and prepares the report</p>	<p>M&E specialist assists with and checks the report. IFAD clearance for key aspects</p>	<ul style="list-style-type: none"> ➤ COI measurement guidelines ➤ CI framework ➤ COI online training
⇒ PCR ⁴⁸ (including IA)	Sometimes done in-house by government; sometimes by an external mission. This is more a deliverable for project management (responsibility of the project coordinator). The M&E officer will be an important source of information and may assist or even coordinate the process.	COMPLETION (final year).	Government/project coordinator.	<p>PCR team. M&E officer. PMU. Government staff</p>	<ul style="list-style-type: none"> ➤ Project Completion Report (PCR) guidelines ➤ PCR template

⁴⁸ The project completion process can begin any time after 85 per cent disbursement has been reached.