

**SUPPORT FOR MONITORING AND EVALUATION ACTIVITIES IN SOCIAL
PROGRAMS AND PROJECTS**

(TC-93-04-39-6)

EXECUTIVE SUMMARY

REQUESTER: Initiative of the Inter-American Development Bank and the International Development Research Centre (IDRC)

EXECUTING AGENCY: A research center in the region, at which the project director will be headquartered.

BENEFICIARIES: The borrowing member countries of the Bank, especially those in Groups C and D

FINANCING:

IDB:	US\$ 500,000 (FSO)
IDRC:	US\$ 500,000
Total:	US\$1,000,000

Nature of the financing: nonreimbursable

TERMS AND CONDITIONS:

Execution period:	2 years
Disbursement period:	2½ years

RESPONSIBILITY WITHIN THE BANK:

Basic responsibility:	Regional Technical Cooperation Division
Technical responsibility:	Social Programs and Sustainable Development Department

ENVIRONMENTAL CLASSIFICATION: The Environmental Management Committee, at its meeting of May 3, 1994, classified this as a Category II operation.

OBJECTIVES: Ten social projects and programs in the areas of health, education, and high-risk groups will be evaluated to support borrowing member countries of the Bank in the execution of their social reform programs.

DESCRIPTION:

- To analyze the factors affecting project success or leading to problems in the achievement of project objectives.
- To identify and/or develop methodologies for project execution, monitoring, and evaluation.
- To identify training needs for monitoring and evaluation of social projects, and select and test training methods and materials.

- To circulate the experiences of the evaluations, and the related methods and materials, to planning units, executing agencies of social programs and other institutions in Group C and D countries.

**BENEFITS AND
RISKS:**

The main benefit of the project will be the strengthening of the borrowers' capacity to carry out social reform programs, through evaluation of social projects and programs already under way, and dissemination of monitoring and evaluation results and methodologies. The project risks have to do with:

* the quality of the coordination and logistical support. In order to avoid these problems, a highly-qualified expert will be appointed full-time project director and will be provided with resources for field visits and logistical support;

* the quality of the studies: in order to ensure a high quality, centers of excellence will be selected and will work under the supervision of the director and the Programming and Evaluation Committee; and

* problems of access to information: in order to avert such problems, projects will be selected that evince a clear commitment by the government and executing agencies to participate, in order to learn from the evaluation.

**THE BANK'S
COUNTRY STRATEGY:**

The activities to be conducted under this project occupy a place of high priority within the Bank's strategy, in view of the need to determine the impact of social reform projects and to expand and strengthen the capacity of the borrowers and the Bank to execute social projects and programs.

I. BACKGROUND AND JUSTIFICATION

- 1.1 The borrowing countries of the IDB are engaged in a process of social reform to reduce poverty, improve the welfare of their inhabitants, and achieve sustainable economic and social development in an atmosphere of democracy. This means that they must respond to rapid social and economic changes, place emphasis on social development, and consolidate national and local attempts to solve poverty- and equity-related problems. With this in view, they must improve both the national and local capacity for public and private management of social programs and projects, availing themselves of modern methodologies for executing, monitoring and evaluating them. Attention also needs to be focused on better integration of those programs, on the study of their environment, and on social participation. One point of departure for identifying and resolving problems arising in social reform programs is to study reform activities undertaken by the State, particularly with regard to decentralization and privatization.
- 1.2 The IDB has pioneered social-sector financing, which will be assigned the highest priority in the distribution of resources under the Eighth Replenishment. Whereas the social projects of the past have concentrated on construction of social infrastructure, current needs are more complex and must be viewed from a multi-sectoral and multidisciplinary perspective and evaluation that tackles poverty-related problems as a whole. Social investment cannot be addressed solely from a sectoral point of view, but calls for an integrated approach. It will be possible, through systematic study of successful experiences and the key factors of their success, to identify new instruments of execution in order to increase and enhance social-sector financing. Accordingly, this project will help both the IDB and the borrowers to carry out more efficient and effective social projects and programs.
- 1.3 In the wake of the regional seminar on monitoring and evaluation in Latin America and the Caribbean, held in Quito in November 1993 (document ATN/SF-4227-RG), the borrowing countries have expressed interest in joint evaluation activities. A number of countries and institutions have expressed their interest in participating and their intention of doing so, with a view to cooperating with one another in the field of evaluation and monitoring. It was decided in Quito that such lessons and materials as that cooperation may yield would be fully shared with other countries and institutions. Joint evaluations have been assigned a specific place in the medium-term plan of action that emerged from the Quito seminar.
- 1.4 The project would be cofinanced by the International Development Research Centre (IDRC), a Canadian body governed by an independent international board. It has over 20 years' experience in development research and has been concentrating on social-policy research

since 1991. The borrowing countries of the IDB are all eligible for IDRC programs.

II. PURPOSE

- 2.1 The overall purpose of the project is to assist the Bank's Group C and D borrowing countries with execution of their social-reform programs. The specific purpose is to learn useful lessons on the implementation of innovative social programs and projects and disseminate them to the governments of the region.
- 2.2 Recent projects and programs will be evaluated that are designed for basic-education reform, health-sector reform, and high-risk population groups, and include local and community economic development. The impact of these projects with respect to their objectives will be analyzed, along with the factors involved in their success or leading to problems. The projects to be selected would benefit from knowledge of their problems and the development of methodologies, and would be useful as a demonstration for new projects. Efforts will accordingly be made to ensure that Bank-financed projects account for at least five of the 10 projects to be evaluated.

III. DESCRIPTION OF THE PROJECT

- 3.1 This purpose will be achieved by having research centers in the region evaluate the 10 social programs or projects, to determine what factors lead to success or to problems, and disseminate the recommendations that emerge from the evaluations, insofar as they are useful for:
 - supporting procedures, factors, and measures leading to success and proposing changes in those causing problems;
 - identifying the executing agencies' needs for training in execution, monitoring and evaluation;
 - testing or developing methodologies for execution, monitoring and evaluation; and
 - disseminating the results through publications or seminars.
- A. Preliminary activities
- 3.2 The first project activity will be to discover and study evaluations and other reports - both within the IDB and elsewhere - that

could serve as a background to this project, to supplement the experiences and avoid duplication. In the IDB, this includes:

- formulation of methodology by the Bank for the preparation of dissemination and training projects and activities;
- preparation by the social agenda group of reports on social-reform programs; and
- EVO assessment of IDB programs on primary education, health, and women in development (and other earlier evaluations).

B. Evaluation activities

3.3 The project will serve to analyze the execution of social programs and projects and their impact. A multisectoral and multidisciplinary approach will be used, in order to facilitate complementarity and better use of resources, including reciprocal support among social, economic, and environmental programs. The evaluations will be conducted by research centers located in borrowing member countries of the Bank, to be selected by competition, and, where possible, with cooperation among institutions in different countries in order to facilitate greater participation by institutions less experienced in this type of evaluation.

3.4 The institutional framework in which the projects are being implemented will be evaluated; in particular, coordination between central and local governments; division of responsibilities, and training needs. The following subjects and systems will be given special attention in the evaluations:

Gender analysis. Gender analysis will be included in the evaluation methodologies, with a view to identifying, studying and seeking solutions to gender problems. Given the emphasis on high-risk population groups, women will be a main target group in the project's various subject areas.

Community participation. The degree of community participation in project execution will be scrutinized, and methods will be refined for facilitating the affected population groups' participation in decision-making on projects and programs that affect the community and in their execution.

Analysis of information systems used to decide on the coverage, quality, relevance, access, costs, and impact of social projects.

Analysis of methodologies employed by central and local governments in program implementation, monitoring and impact assessment.

Training needs to improve managerial capacity for execution and evaluation of social programs and projects.

C. Training and dissemination activities

- 3.5 Each research center responsible for making an evaluation under this program will perform the following activities, in coordination with the other centers:
- a. study of existing training methods in order to improve technical capacity of project staff (of executing agencies, local governments, NGOs and community leaders);
 - b. assessment of these experiences in order to capitalize on their achievements;
 - c. where appropriate, development of new teaching methods and materials for project execution and evaluation.
 - d. monitoring of the development of materials, and testing of the training methods and materials selected with the staff of the executing agencies.
- 3.6 The participating centers will deliver the materials developed to the director, who, with prior authorization from the IDB, will include them in his synoptic report, for use in the dissemination activities.
- 3.7 The participating centers will disseminate the results of the evaluations in the Group C and D countries that serve as headquarters for the projects being evaluated. In the case of evaluations in Group A or B countries, the results will also be disseminated in a Group C or D country to which the experience might be useful. These activities will consist of seminars held during the last four months of project execution and will be aimed at: (a) central and local governments, and executing agencies for social programs and policies, and (b) universities, research and training centers, and NGOs. Material would be distributed in printed form and/or on diskette.
- 3.8 A seminar will also be held at IDB and IDRC headquarters. The seminar at IDB headquarters would be geared to other international agencies in the Washington area and IDB staff, while that at IDRC headquarters in Ottawa would be aimed at the staff of the IDRC, Canadian technical-cooperation agencies, and universities.

D. Project execution and monitoring

- 3.9 The project will be executed by a research center located in a borrowing member country of the Bank, selected jointly by the Bank and the IDRC. 1/ The executing agency will propose and hire

1/ The procedures and criteria for selection of the executing agency are described in Annex II.

- to the satisfaction of the Bank and the IDRC - the project director, who will be a professional with extensive international experience in social programs in the project areas. The executing agency will furnish the project director with the necessary logistical support, which will be financed with resources of this project. The responsibilities of the project director are described in Annex I.

- 3.10 Project monitoring and supervision will be performed by a programming and evaluation committee (PEC). The PEC will be composed of an official of Social Programs and Sustainable Development Department, an EVO official (with advisory services provided by the Regional Departments and the Inter-American Institute for Social Development), and two officials from the IDRC. The project director may attend PEC meetings ex officio without the right to vote. The committee's decisions will be taken by consensus, and in the event of dissent, each member shall have one vote, and a participant external to the project (selected by the PEC members) will have a casting vote. The PEC's decisions shall be final and binding.
- 3.11 The PEC will meet at least once a year during project execution, and additional meetings will be held if necessary. At those meetings, members will select the proposals and discuss the broad lines of the program, the technical aspects of cooperation, and any changes that need to be made as the project goes along. Technical advisors may be hired for short-term consultations, should the PEC so deem necessary. The first meeting of the PEC will take place once the agreement with the executing agency has been signed. That meeting will review the work plan for the project, which is set out in paragraph 3.23.
- 3.12 There are also plans to hold two workshops involving the PEC, the project director and the evaluators. During the first workshop, the evaluation plans would be studied, and a coherent program drawn up, in a effort to coordinate activities and benefit from the added value provided by the individual evaluations. During the second workshop, the PEC would approve the individual evaluations and any materials and activities proposed for dissemination.

E. Selection of evaluation proposals

- 3.13 The executing agency will submit to the PEC the projects and programs to be evaluated, which will be selected according to the following criteria:

- The proposals should identify case studies, preferably in Group C and D countries, ^{2/} including comparative studies and "best-practice" studies.
- Project execution should have begun in 1989, and preference will be given to projects at an advanced stage of execution or already completed.
- The proposals should demonstrate that the evaluation of the proposed case will generate recommendations of value to the government. The executing agencies must agree to facilitate the evaluation.

3.14 The projects to be evaluated will relate to the following areas:

- a. Reform of basic education: aspects such as implementation of basic-education reforms, including decentralization activities, curricular changes, and human-resource training and management, would be evaluated.
- b. Reform of the health sector: efforts to reform the sector would be evaluated, with emphasis on institutional innovation, including decentralization experiences, resource management, and community involvement, and participation of nongovernmental organizations and local institutions in the management of health programs.
- c. Special projects and programs for high-risk population groups and programs for local and community economic development: an evaluation would be made of programs for children who drop out of school and unemployed young people, children from marginal population groups, women (focusing on pregnant teenagers, single mothers, and working women), and neglected indigenous groups. Opportunities for complementarity among programs, such as those on child employment, promotion of microenterprise, and nutrition, would also be assessed. It is very important to identify decentralized alternatives for better integrated actions, including community and private-sector involvement.

3.15 These areas reflect specific priorities of the borrowers and the Bank. An attempt is being made to capitalize on experiences concerned with social reform, one of the Bank's main areas of responsibility during the next four years, and with a view to publicizing this knowledge in the borrowing countries. The IDRC identified the same areas in a project on social-policy research priorities in Latin America (IDRC project No. 92-8751, 1991/92).

^{2/} Any evaluations conducted in Group A and B countries would be financed with IDRC funds.

- 3.16 On the basis of the above criteria, the project director will prepare general terms of reference for each of the three areas to be evaluated, and invite a number of research centers in the region with experience in the aspects to be evaluated to present proposals for case studies within a specified period. This invitation will be issued to a broad range of centers and will contemplate providing economic assistance to those centers in Group D countries that so request, for preparing joint proposals in collaboration with centers of acknowledged excellence that may be located in other countries of the region.
- 3.17 The centers' proposals should include a detailed justification of the selection of each project to be evaluated, the specific terms of reference of the case, the methodology to be used, the necessary information, the background of the researchers who would be participating, the work schedule, and the budget. It will be incumbent on the bidders to furnish evidence of: (i) the interest of the project executing units, whether governmental or not, and that of the external financing agencies, in having the evaluation performed; and (ii) those units' agreement to provide access to the necessary information if the bid is selected.
- 3.18 Case-study proposals presented by the various research centers will be reviewed by the PEC, with an eye to their relevance to the program objectives and their quality, to be gleaned from the information submitted by the bidders. Proposals in each of the areas indicated in paragraph 3.14 will be selected for implementation in different countries of the region, including comparative and "best-practice" studies, for the benefit of the Group C and D countries.

F. IDB and IDRC responsibility

- 3.19 Basic responsibility for this program will rest with the Regional Technical Cooperation Division of the Integration and Regional Programs Department (INT/RTC). Technical responsibility will rest with the Social Programs and Sustainable Development Department.
- 3.20 Project administration in the field will be conducted through the IDB Country Office in the headquarters country of the executing agency. The IDB Country Offices in the countries where the evaluations are being performed would be kept informed of the progress of the projects and they, in turn, would keep the headquarters units with basic and technical responsibility informed.

G. Terms

- 3.21 The term for execution is 24 months from the date on which the project director is hired, and the term for final disbursement is 30 months from the same date.

H. Budget

3.22 The project budget is itemized below:

Detailed budget
(equivalent in US\$)

Description	IDB	IDRC	Total
1.1 Research centers <u>1/</u>	290,000	290,000	600,000
2.1 Director's fees (US\$5.000*24)	60,000	60,000	120,000
2.2 Fees other consultants <u>2/</u>	19,000	9,000	28,000
2.4 Other expenses and director's insurance (US\$250 x 24)	3,000	3,000	6,000
2.5 Director's mission travel	12,500	12,500	25,000
3.3 Official mission travel <u>3/</u>			
First workshop		20,000	20,000
Second workshop		20,000	20,000
IDB headquarters seminar	16,800		16,800
IDRC headquarters seminar		16,800	16,800
7. Publications			
7.2 Translations	5,000	5,000	10,000
7.3 Printing	9,000	9,000	18,000
7.4 Distribution	4,000	4,000	8,000
8.2 Evaluation consultant's fees <u>4/</u>	5,000	5,000	10,000
96. Director contribution (executing agency's overheads)		45,700	45,700
98. Contingencies	75,700	5,000	75,700
TOTAL	500,000	500,000	1,000,000

1/ 10 case studies @ US\$58,000 each.

2/ Includes US\$10,000 for auditing.

3/ It is estimated that the two workshops will last five days each, and the IDB and IDRC headquarters seminars will last three days each. Each of these meetings will be attended by the director and the experts responsible for each of the 10 studies. While the IDB and IDRC will also attend, their participation costs have not been included under this item. Each of the fares for all the official mission travel connected with this project has been estimated at US\$1,200, and the per diem at US\$160.

4/ Fees and travel for an international consultant for the evaluation of the project.

3.23 The project stages would be as follows:

- a. Stage I: Project start-up (months 1 to 6). During this stage, the executing agency will hire the project director, who will draw up the general terms of reference for the projects to be evaluated. The executing agency will invite the national centers to a competition, and, jointly with the PEC, select the case studies and the respective evaluating centers, which will prepare their evaluation plans. Stage I will end with the first workshop for coordinating activities.
- b. Stage II: Case studies (months 7 to 14). The projects will be evaluated during this stage, which would end with the second workshop to study the results of the evaluations and the director's draft final report.
- c. Stage III: Final reports (months 15 to 19). This stage includes the evaluating centers' delivery of the final reports, and the project director's presentation of his or her final report containing the evaluation findings and the recommendations, including methodologies used, teaching materials if any, and the dissemination plan.
- d. Stage IV: Dissemination (months 20 to 24). During this period the dissemination seminars would be held at IDB and IDRC headquarters, and the national seminars in the Bank's borrowing countries in which the evaluations were made.

3.24 The activities will be conducted in accordance with the schedule on page 11.

I. Reports

3.25 The letter of agreement to be signed by the Bank and the executing agency to establish the regulations for use of the contribution must stipulate that the executing agency shall be required to present the following reports to the Bank:

- a. Detailed work plan: The executing agency will submit to the Bank for its consideration, within one month of the hiring of the project director, a work plan containing a breakdown of activities and expenditure planned for this operation. This plan will be based on the plan of operations approved by the Bank, and will contain a detailed schedule of activities. The work plan will comprise:
 - (1) The proposal for the organization, administration, and programming of the activities to be conducted;
 - (2) the coordination and supervision aspects of the program;
 - (3) the requirements and conditions for selecting the research centers to participate;

- (4) the methodology to be used in the periodic evaluation of each of the activities; and
 - (5) the proposed methodology for the ex post evaluation.
- b. Semestral progress reports: the project executing agency will submit quarterly progress reports to the Bank. Each quarterly report will contain a detailed description of the activities conducted in each of the countries during the quarter under scrutiny, as well as the activities carried out by the project director. These reports will also contain a projection of the work to be done during the following period, together with recommendations on courses of action or changes that need to be made in project execution.
 - c. Final report: on the basis of the reports presented by each research center involved in the project, and within two months of completion, the executing agency shall submit a final report summarizing the findings of the evaluations, all the national and regional activities performed throughout the project, and their contribution to the attainment of the proposed objectives.
 - d. Final financial report: to be presented within three months of disbursement in full. It shall be audited by an independent firm of public accountants, or a public account, acceptable to the Bank.
 - e. The executing agency will send the Bank all information and materials generated throughout the period of project execution, so that Bank staff working on social-sector programs and projects may access and use the information generated under the project.
- 3.26 The IDB may request additional reports from the executing agency at any time during project execution.

J. Disbursements

- 3.27 The IDB's disbursements will be in United States dollars. The IDB's contribution will be disbursed in accordance with the Bank's disbursement procedures, and the IDRC's in accordance with its own.

- 3.28 Conditions precedent to the first disbursement: prior to the first disbursement of the contribution, the executing agency shall submit to the satisfaction of the Bank:
- a. the name of the person or persons authorized to represent it in all acts connected with execution of this agreement, together with conformed copies of their signatures;
 - b. a model of the contract to be negotiated with the director and the research centers;
 - c. the agreement entered into with the IDRC, containing the latter's contribution to the executing agency;
 - d. the firm of independent public accountants or the independent public accountant that will audit the financial statements referred to in paragraph 3.25.
- 3.29 Method of disbursement of the contribution: the Bank shall disburse its contribution to the executing agency at the latter's written request, and in accordance with the Bank's procedures.
- 3.30 At the executing agency's request, the Bank may set up a revolving fund, chargeable to the contribution, not to exceed the equivalent of 10 percent of the total value of the Bank's contribution. The executing agency shall use that revolving fund to cover program costs chargeable to the contribution. Before this revolving fund is set up, the executing agency shall submit, to the satisfaction of the Bank, within a period of four months of the date of the request, a breakdown of the expenses to be covered from the Bank's contribution.
- 3.31 As the resources are used up, the Bank may replenish all or part of the revolving fund. To this end, the executing agency shall submit to the Bank a request accompanied by a breakdown of the expenses charged to the fund, together with the appropriate supporting documents. The breakdown of expenses shall be submitted within 180 days of the date on which the executing agency received the funds whose use is being justified. The account categories indicated in the budget shall be used for purposes of this paragraph.

IV. BENEFITS AND RISKS

- 4.1 The principal benefit of the project will be the strengthening of the borrowers' capacity to execute social-reform programs, through the lessons learnt from the evaluation of the social program and project execution process. It will directly benefit:

- a. the executing agencies, local governments and NGOs, which would participate in the evaluations and thus acquire experience in effective methods for the execution of social programs and projects, and
 - b. the target population groups of the more effective projects and programs.
- 4.2 The potential risks that may affect attainment of the project objectives are as follows:
- a. Since proper coordination is a basic requirement of this project, the intention is to hire a highly qualified expert to serve as full-time project director.
 - b. Given the risk of inadequate logistical capacity, the project director would be allocated resources for field visits, and electronic mail facilities for communicating with the participating institutions and the IDB.
 - c. There may be problems with access to information for the evaluations. In the selection of each project to be evaluated, the research centers would ensure that the central or local government and the executing agency are interested in playing an active part in the evaluation. This means being a part of the evaluation team and sharing any specific information about the project that may be needed, on the understanding that it is a joint exercise from which lessons are to be learnt. Information will also be available in the IDB archives and from other donors as appropriate. Any projects that do not elicit an unambiguous commitment by the responsible agencies to collaborate in the exercise will be excluded.
 - d. Generation of results of limited usefulness which may not be representative. In order to avert this risk, the areas of research have been limited to three, and clear criteria have been laid down for case selection.
 - e. To avoid poor-quality results, strictly competitive procedures would be used in the selection of the case studies. Also, the appointment of a full-time director will ensure constant supervision of the work of the research centers. The PEC, the project director, and the evaluators will attend the two workshops to study the work plans and the case-study methodology, and to review the evaluation results.

V. EVALUATION

- 5.1 Within six months of project completion, an ex post evaluation will be conducted, following the procedures established by the Bank. The intention is for this evaluation to be carried out by an individual consultant hired by the Bank under budget item 8.2. It would highlight the achievements, lessons learnt, and deviations from the original project design, as well as problems encountered along the way and the manner in which they were resolved.

TERMS OF REFERENCE FOR THE PROJECT DIRECTOR

I. INTRODUCTION

- 1.1 The purpose of this project is to assist the Group C and D borrowing countries of the IDB with the execution of their social-reform programs. The specific purpose is to learn useful lessons on the implementation of innovative social programs and projects and impart them to the governments of the region. This objective will be attained by evaluating some 10 social programs and projects now under way, so as to learn from the experience and disseminate results of successful cases, in an effort to identify and/or develop monitoring and evaluation methodologies, prepare teaching materials, and publicize the results through seminars and the publication and circulation of training materials.
- 1.2 For the performance of these activities, the executing agency will hire a full-time project director of recognized international standing and proven experience, to direct the project for a period of 24 months. The director shall be responsible for supervising, monitoring and evaluating the case studies, and shall also prepare the synoptic report on the project results.

II. QUALIFICATIONS

- 2.1 The director shall possess:
 - a. A postgraduate degree in subjects related to social-project evaluation.
 - b. A high level of expertise and proven international experience in the evaluation of social programs and projects.
 - c. Sound administrative ability to manage a large number of tasks, and experience in supervising research and/or evaluation.
 - d. A good command of English and Spanish, and the ability to write clearly and concisely in either of those languages, demonstrated through publications or other writings.
 - e. At least seven years' experience in project administration and/or evaluation in Latin America and the Caribbean.

III. SCOPE OF FUNCTIONS

3.1 The director will work under the supervision of the executing agency, following the guidelines laid down by the programming and evaluation committee (PEC), and have main responsibility for the planning and execution of all project activities and for ensuring that they are carried out as stipulated in the plan of operation and in accordance with the recommendations of the PEC.

3.2 The director's specific functions shall be:

- a. To submit the plan of activities within a month of his recruitment. To that end, he shall visit IDB and IDRC headquarters beforehand to familiarize himself with the activities of both institutions and benefit from existing work that could be useful to the project. In the case of the IDB, the director would familiarize himself with the activities mentioned in paragraph 3.2 in order to alert the evaluation centers to the need to coordinate and complement their experiences and avoid duplication.
- b. Assist the executing agency with issuing the notice of competition to the evaluation centers.
- c. Review the centers' work plans for performance of the case studies.
- d. Supervise the evaluation centers' preparation of the case studies. Help resolve problems and delays in the preparation of the evaluation, including access to data or governmental agencies involved in the projects being evaluated.
- e. Control the quality of the reports produced by the evaluation centers.
- f. Transmit to the PEC through the executing agency, by the established deadline, the reports received from the evaluation centers on the preparation of the second workshop, together with his own draft report.
- g. Prepare the synoptic report on the cases, including recommendations containing the methodologies used and the dissemination plan.
- h. Assist the executing agency in:
 - (a) Organizing the initial project workshop in the terms set forth in paragraph 3.12;

(b) organizing the second workshop to review the results of the evaluations and the draft of his report, in the terms set forth in paragraph 3.12;

(c) organizing publicity seminars at the IDB in Washington and the IDRC in Ottawa, and

(d) organizing seminars in the countries in which the projects are being evaluated, together with the IDB Evaluation Office, the IDRC Regional Office, and the IDB Country Offices.

IV. LIFE OF THE PROJECT AND DISTRIBUTION OF TIME

- 4.1 The project has a life of 24 months. The Director shall work full time, following the work plan indicated in the project brief.

V. REPORTS

- 5.1 The Director shall submit to the PEC, through the executing agency, the following reports.

- a. Detailed work plan. As part of the work plan that the executing agency is to submit, the director will prepare and submit to the PEC for its approval within one month of his recruitment, a description of the project's operational activities.
- b. Progress reports. He shall submit progress reports to the PEC every six months.
- c. Synoptic final report. On the basis of the reports submitted by each research center at the end of the evaluations, the director shall submit a report that draws general conclusions and summarizes the results of the evaluations, the methodologies tested in each case, and the teaching materials.

PROCEDURES AND CRITERIA FOR SELECTION OF THE EXECUTING AGENCY

1. The Bank and the IDRC will draw up a list of public and/or private research centers in the region based on the experience the two organizations have in centers of excellence. An effort will be made to ensure that the centers are representative of all the countries. Once identified, within one month after project approval, the Bank and the IDRC will jointly issue a call for proposals from the selected institutions, and will include in the bidding documents the plan of operations, the terms of reference for the project director, and the administrative procedures followed by the Bank for the allocation of funds, signature of the contract, and preparation of financial reports. The centers will have two months to submit their proposals.
2. The proposals will consist of a description of how the plan of operations would be implemented with regard to:
 - the mechanisms to determine the contents of the areas of concentration;
 - the system for assignment of case studies to the institutions and/or consultants;
 - management of the schedule of activities;
 - budget execution; and
 - logistics for activity monitoring.

Each institution must propose a candidate for project director, indicating the person's background and relationship to the institution, and the mechanisms for academic and financial accountability.

3. In selecting one of the centers to be executing agency, the Bank and the IDRC will take into account the following factors:
 - whether the center has recognized experience in research in social areas such as education, public health, public administration, social security, women in development, urban development, rural development, poverty studies, and the promotion of development in the region;
 - whether it has solid academic prestige in multidisciplinary research in sociology, anthropology, economics, and political science;

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- whether it has the proven capacity to administer and manage the logistics of project execution; and
 - whether the person proposed as candidate for project director has the highest qualifications and appropriate experience for the position.
4. Once the proposals have been submitted, the Bank and the IDRC will select one of the institutions by mutual agreement, taking into account:
- the quality of the proposal for implementation of the plan of operations; and
 - the quality of the professional proposed as project director.

PROPOSED RESOLUTION

REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR A PROJECT TO
SUPPORT MONITORING AND EVALUATION ACTIVITIES
IN SOCIAL PROGRAMS AND PROJECTS

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary and to take such additional measures as may be pertinent for the execution of the plan of operations referred to in Document AT- with respect to technical cooperation, for the Project to support monitoring and evaluation activities in social programs and projects.

2. That up to the equivalent of US\$500,000, in foreign exchange is authorized for the purpose of this resolution, chargeable to the net income of the Fund for Special Operations.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.