

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND

REGIONAL

**PROMOTING KNOWLEDGE MANAGEMENT THROUGH LEARNING
COMMUNITIES**

(RG-M1109)

DONORS MEMORANDUM

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ABBREVIATIONS

COF	Inter-American Development Bank Country Office
ESR	Environmental and Social Impact Review Committee
KM	Knowledge management
LAC	Latin America and Caribbean region
MIF	Multilateral Investment Fund
OVE	Office of Evaluation and Oversight
SME	Small and medium-sized enterprise

**PROMOTING KNOWLEDGE MANAGEMENT THROUGH LEARNING COMMUNITIES
(RG-M1109)**

I. EXECUTIVE SUMMARY

Beneficiaries:	a) Partner executing agencies in the MIF Clusters, the current MIF networks, and newly established national or regional learning communities in other thematic areas ¹ ; b) SMEs and non-profit institutions in the Latin America and Caribbean (LAC) region who will benefit from the products generated by projects under the Program.	
Executing agency:	The Bank through the MIF Office	
Financing:	MIF:	\$2,000,000
	Counterpart (estimated):	\$692,560
	TOTAL:	\$2,692,560
Objectives:	The general objective of the Program is to contribute to the development of strong MIF partner institutions in LAC by leveraging the wealth of knowledge accumulated by MIF executing agency partners in the region. The specific objective is to support learning communities of MIF partner executing agencies to share knowledge through pilot projects aimed at replication and scaling up of MIF successes.	
Execution timetable:	Execution period:	42 months
	Disbursement period:	48 months
Special contractual conditions:	None	
Exceptions to Bank Policies and Procedures:	None	
Environmental and social review:	The Environmental and Social Impact Review Committee (ESR) reviewed this project document in its meeting on June 25, 2007, and had no comments or recommendations.	

¹ MIF Clusters are groups of related projects in the same theme, being implemented in different countries, and pursuing the same developmental impact. For definitions of MIF networks and learning communities, see footnotes 4 and 9 below.

II. BACKGROUND AND JUSTIFICATION

A. Background

- 2.1 For the past seven years, the MIF has been placing an increasing emphasis on gleaning lessons learned and good practices from MIF projects and not only sharing them with its partner executing agencies, but using this knowledge to improve project design, and for project replication. The cluster approach to project identification and development was the first major step in this process, and this came about as a result of the recommendations of the Working Group on MIF Strategy.² While the focus is on projects currently in execution, in the context of MIF's new knowledge management initiative, K2Practice³, each of the existing MIF clusters seeks to be a forum for executing agencies in that thematic area to exchange information, knowledge, and to promote dialogue and learning within the group as well as with the MIF. In an annual workshop, each of these clusters has an opportunity to share lessons, and to gain new knowledge on a particular topic of interest.
- 2.2 In fact, much of what has been learned in terms of good practices in the priority thematic areas of the MIF resides with its partner executing agencies. These institutions are not only important resources for this type of knowledge, but they can also disseminate "lessons" and good practices more broadly to institutions that have not executed MIF projects. In addition, MIF partner executing agencies are a source of knowledge about good practices with respect to the process of project execution, thus enhancing the probability of taking the projects to scale and replicating them in other contexts.
- 2.3 The Partners in Innovation Program (MIF Networks), established as a two-year pilot initiative in 2004, sought to achieve MIF knowledge-sharing goals in the context of five formal thematic networks consisting of executing agencies that had already successfully implemented MIF projects.⁴ This was an attempt to begin to focus ex-post on dissemination of lessons learned from the universe of MIF projects that had already been completed, to complement efforts with ongoing projects in the clusters.
- 2.4 The Program was also based on one of the important conclusions of the OVE evaluation of MIF projects (2002-2003), namely that the MIF should more effectively leverage the vast repository of knowledge generated via its activities in LAC, by establishing networks of private sector partners. The idea of the Program was therefore

² MIF/GN-56, "Report of the Working Group on MIF Strategy", para. 2.6 p.3.

³ K2Practice essentially outlines a new KM system for the MIF, which consists of four components: a) a repository of information (website, project databases, etc.); b) learning communities; c) identifying and disseminating MIF lessons and experiences which can be replicated via learning guides, monographs etc., as well as proactively identifying partners for replicating MIF projects; and d) adaptation to organizational changes brought on by the new KM approach. The Spanish Government is providing important financial support for K2Practice through the "Programa de Apoyo a la Innovación" (PAI) of the Spanish Trust Fund at the IDB, and funding for a knowledge management expert at the MIF.

⁴ The Program established 5 "formal" networks of executing agencies, which had successfully executed MIF projects in the following thematic areas: alternative dispute resolution, microfinance, quality management standards, skills standards and certification and venture capital.

- to bring institutions together that had done MIF projects in the same thematic area, and that would not normally interact consistently, in order to conduct activities to promote knowledge-sharing and foster institutional capacity-building, knowledge creation, and to also use the networks as a source for innovative ideas, i.e. “second-generation” projects.
- 2.5 With MIF funds under the Program, networks have successfully undertaken many inter-institutional exchanges (internships) between members to observe good practices first hand, commissioned ground-breaking research, that is forming the basis for new “second-generation” projects being presented to MIF and other donors, held training seminars for members, both in and outside the LAC region, and produced a series of learning products. Some networks have also provided input into project design for new MIF operations, based on lessons learned in similar projects.⁵ The final evaluation of the Program concludes that there is enough evidence of the benefits to network members to justify a continuation of the networking approach, and extending it to the rest of MIF partner executing agencies.
- 2.6 In 2004 as well, MIF Management made a commitment to the Donors’ Committee to begin to focus more on “managing for results” i.e. the development impact of MIF projects, rather than just disbursements. This new emphasis not only involves strengthening the development effectiveness and efficiency of projects, but also sharing knowledge gained from these operations.⁶ The “managing for results” approach requires close collaboration and knowledge-sharing with both new and existing partner executing agencies.
- 2.7 Furthermore, the MIF’s new Charter (MIF II) now in effect, commits the MIF to focus more systematically on knowledge management i.e. sharing knowledge that will assist the private sector in the LAC region, as well as lessons learned and good practices from its activities, so that innovative, successful MIF experiences can be replicated and scaled-up.⁷ This new commitment means that knowledge management will now be an even more important part of the MIF’s approach to private sector development in LAC, which in turn can reinforce efforts to keep MIF on the “cutting edge” of innovation. Broader dissemination of MIF lessons via mainstreaming Knowledge Management can facilitate the replication and scaling up of MIF projects in the region.
- 2.8 **Statement of the Problem.** The proposed Program is a response to an important challenge with respect to MIF’s knowledge-sharing goals. In general terms, institutional learning using MIF’s traditional tools i.e. projects and Lines of Activity⁸, tends to be fragmented. MIF partner executing agencies learn individually, rather than in a group. The type of sustained knowledge transfer between institutions that is

⁵ See MIF Partners in Innovation Program: A Pilot Experience in Knowledge-Sharing and Knowledge-Creation” para. 3.2.

⁶ For the 12 commitments, see MIF/AB-1-1, Annex C, The Multilateral Investment Fund, “Managing For Results”, October 29, 2004, p. 18.

⁷ See Article I, Section 2(e) and Article III, Section 2(iv) of the Agreement Establishing MIF II.

⁸ A Line of Activity is an allotment – usually \$5 million – approved by the Donors Committee for projects in a given thematic area e.g. airport security.

needed not only to more broadly disseminate MIF lessons, but for the replication and scaling up of MIF projects, occurs in the context of “learning communities”.⁹

- 2.9 Both the clusters and to a greater extent, the networks established under the Partners in Innovation Program are complementary models which have in effect begun the process of creating “learning communities”. MIF has made a good start in terms of nurturing these communities, and undertaking this via initiatives such as the Partners Program ultimately contributes to private sector development. Through these networks, executing agencies (e.g. microfinance) were able to develop new innovative products for their clients, devise new projects to broaden the range of services offered to SMEs (e.g. quality management standards and alternative dispute resolution), in addition to the direct benefits. In a survey of the networks administered as part of the Final Evaluation of the Partners in Innovation Program, executing agencies emphatically expressed how much they valued the knowledge-sharing, institutional exchanges and capacity-building that have taken place under this initiative. In addition, over 80% of respondents considered the Program to be an effective mechanism for knowledge-sharing.¹⁰
- 2.10 The Partners Program experience demonstrates that there is more to be done to leverage project experiences on a regional basis, across countries. There is a need to build on what has been achieved to date by not only deepening the knowledge-sharing relationship and “mentoring” between institutions in the existing learning communities, but to extend this to new institutions, including those who have never executed a MIF project. The proposed initiative will go beyond the current programs by providing stronger incentives to collaborate among institutions, and to replicate good practices from successful MIF projects in the region.
- 2.11 **Project Justification.** Based on the results achieved in the Partners in Innovation Program, as well as ongoing activities in the Clusters, there is a strong demand in the region for the knowledge-sharing, inter-institutional collaboration, and capacity-building which this new Program will foster. In addition, the Partners Program demonstrated that network members found that sharing their lessons learned and good practices was an effective way for their institution to become more well-known in the region. This new knowledge management Program can build on these efforts. It will encourage creativity and foster collaboration between institutions within a **new** incentive structure that is demand-driven. In essence, it will provide MIF stakeholders with the tools to engage in a meaningful way with the MIF and share as well as disseminate what has been learned in the execution of MIF projects. The more supply-driven Partners in Innovation Program demonstrated the value of a decentralized approach, in which the network members themselves determined the knowledge-sharing activities that were most appropriate for their particular circumstances. However, an important lesson learned was that this Program lacked the right incentive

⁹ These are groups of institutions which share a common thematic interest and which come together voluntarily in a process of collective learning. MIF/GN-119, “Iniciativa de Gestión del Conocimiento --K2Practice” pp. 4-5. The document also points out that learning communities seek to constantly improve the level of participation and sharing of ideas between group members, as well as efficiency in achieving the communities’ objectives in member organizations.

¹⁰ “MIF Partners in Innovation Program” para. 3.9.

structure to promote knowledge-sharing in an extensive and consistent way, both within and between networks.

- 2.12 The proposed Program takes this decentralized approach a step further in the financing of projects proposed by learning communities, matched with counterpart funds. These learning communities will not only determine which good practices will be useful for knowledge-sharing but also which partnerships to establish to present these proposals, based on clear guidelines to be developed by the MIF. This initiative differs from the previous “Partners” Program in the following ways: a) it will empower MIF partner institutions that have successfully executed MIF projects to take the lead in knowledge-sharing, and thereby stimulate technology transfer within the region; b) it will broaden the scope of the dissemination effort beyond what was achieved with the networks program and the clusters, in order to increase the possibilities for replication and taking MIF projects or products to scale; and c) the projects to be funded will focus exclusively on knowledge management activities.
- 2.13 Projects will include: a) the production of learning guides; b) training seminars, and knowledge exchange activities such as internships; and c) methodologies to facilitate the scaling up of MIF projects. An evaluation methodology will be developed at the start of the Program to measure the “value-added” of the new knowledge gained to the beneficiary institutions.
- 2.14 This Program fits within the framework of the second and third components of the MIF’s K2Practice Initiative, which seeks to support and strengthen MIF learning communities (including current clusters, and networks) and their ability to exchange experiences, knowledge gained and good practices.¹¹ The idea is to utilize the knowledge gained from a successful MIF project in a new operation, and in a new context. Hence it will enhance MIF’s efforts to scale up and replicate its successes in the LAC region. The Program is also relevant for MIF’s continued efforts to create strong institutions in LAC. The existence of a greater pool of competent institutions will also benefit the MIF, in that this will enhance the development effectiveness of MIF grants. The types of knowledge-sharing exchanges envisioned under the Program can also encourage the design of innovative projects, as was the case with the Partners Program.

III. PROGRAM DESCRIPTION

A. Program Objectives

- 3.1 The general objective of the Program is to contribute to the development of strong MIF partner institutions in LAC by leveraging the wealth of knowledge accumulated by MIF executing agency partners in the region. The specific objective is to support learning communities of MIF partner institutions to share knowledge through pilot projects aimed at replication and scaling up of MIF successes.

¹¹ MIF/GN-119, “Iniciativa de Gestión del Conocimiento – K2Practice” paras. 3.5 and 3.8.

B. Components

- 3.2 In order to achieve these objectives, two components will be implemented: a) funding for pilot projects; and b) establishment of a monitoring and evaluation system.

Component I: Funding for Pilot Projects (MIF: \$1.616 mil; Expected counterpart: \$692,560)

- 3.3 The component will provide financing for a series of pilot projects, selected from proposals submitted by members of current (networks/clusters) and new MIF learning communities. A total of up to 20 proposals will be selected for funding. The Program will be publicized via the MIF website, as well as through the MIF specialists in the country offices, network lead institutions and cluster coordinators.
- 3.4 ***Eligible Institutions and Types of Projects.*** Each project should be regional, or national, involving at least three institutions, at least one of which must have successfully executed a MIF project. One of these “successful” executing agencies must be the provider of the services required by the other institutions, and be selected by them. Project proposals to be considered under the Program should emphasize knowledge-sharing and include activities and products such as:
- learning materials (i.e. learning guides, manuals, best practices, research studies and other publications);
 - training (i.e. courses, seminars, conferences on specific topics related to successful MIF projects);
 - inter-institutional internships, focusing on mentoring i.e. one-on-one training (for new methodologies or new product development, based on MIF successes);
 - communication tools (website, online discussion forums), using MIF guidelines and/or platform;
 - technology transfer among participating institutions;
 - development of databases (projects/consultants/available resources);
 - competitions to highlight best practices and lessons learned in successful MIF projects.
- 3.5 ***Selection Criteria.*** Proposals should be submitted to the MIF by one of the institutions that will benefit from the project. Each proposal should be presented as a learning community project. The selection process will be ongoing, on a “first come, first served” basis, ending in the 3rd year of the Program to allow time for project implementation and disbursements. Proposals will be selected based on the “value-added” in terms of institutional capacity-building and benefits to the institutions, and the extent to which they are in line with the broader goals of the MIF outlined in the K2Practice Initiative. Multiple proposals from the same institution will not be funded. Proposals will have to include a full description of the objectives, the activities to be undertaken, a detailed budget (including counterpart funds), and a formal commitment from the service provider that it is willing and able to do so within the time-frame

required by the beneficiary institutions. Most importantly, proposals must include a plan showing how the knowledge gained will be disseminated and utilized within the beneficiary institution(s), as well as a plan for disseminating project results to the other members of the learning community in order to increase the prospects for project replication and scaling up. An application template and application guidelines will be available online on the MIF web page when the Program is launched. The guidelines for submitting proposals are included as Annex IV to the present document.

- 3.6 **Approval Process.** Each project will be selected for funding by a 5-person Advisory Group, comprising: a) an operations specialist from the MIF; b) a representative of the Office of Knowledge and Learning of the Bank; c) the MIF Specialist in the country of the service provider; d) an external expert in the project's thematic area, such as the existing cluster coordinator or consultant; and e) the Program coordinator. The Advisory Group will evaluate each project based on a common set of guidelines. The Group will meet virtually to discuss and approve the proposals. These forms are Annexes V and VI of the present document. Once a year (November), a Progress Report will be sent to the Donors Committee for information, which will include the list of projects selected for funding together with their profiles.
- 3.7 **Financing.** MIF Financing for each approved proposal will be between US\$75,000 and \$150,000, based on the activities proposed. MIF will contribute a maximum of 70% of project costs and the beneficiary institutions will be expected to contribute at least 30%, half in cash.
- 3.8 Expected results from this Component are that up to 20 pilot projects focusing on KM activities in a number of thematic areas and involving a variety of countries, including non-MIF partners will be funded over the Program period.

Component II: Establishment of a Monitoring and Evaluation System (MIF: \$300,000)

- 3.9 This Program is a pilot, and as such, it is anticipated that important lessons will be gleaned from this experience and that these will have important implications for future KM projects. With this in mind, Component II will develop a monitoring and evaluation system to evaluate the Program itself – at a macro-level e.g. the value of this more demand-driven approach to networking – and at the level of the individual projects, taking into account the goals of the Program. Once the Program is approved, a consultant (evaluator/project monitoring expert) will be hired to develop qualitative and quantitative Program indicators, to measure Program outcomes. Indicators for the Program will be developed by the consultant within 3 months after he/she is contracted, and these will be refined once a few projects are in the pipeline. In addition, the consultant will work with the beneficiary institutions for each individual project to develop appropriate indicators for the log frame, to be used for monitoring purposes. These indicators at the project level will also be consistent with those developed at the Program level. The Program indicators to be developed will form the basis for final evaluation, as well as the impact assessment two years after the end of the Program.
- 3.10 Expected results from this Component are that by the end of the first year of the Program, a monitoring and evaluation system will be developed, which will be utilized throughout the implementation of the Program. It is expected that the system will be a

model for evaluating future projects in knowledge management to be undertaken by the MIF.

IV. COST AND FINANCING

- 4.1 MIF will contribute US\$2 million in non-reimbursable funds to the Program. This will include financing for evaluations and the impact evaluation. The MIF will finance up to 70% of the total cost of each project selected, up to a maximum of \$150,000. The minimum MIF contribution will be US\$75,000. Beneficiary institutions awarded grants from the Program will be expected to contribute at least 30% of project costs. The Bank, through the MIF Office will sign a lump sum contract with the service provider for each project under the Program. Contract payments will be disbursed in 3 tranches, based on deliverables.

Component	MIF	COUNTERPART ¹²	TOTAL	%
Component I: Funding for pilot projects	\$1,616,000	\$692,560	\$2,308,560	85.7%
Component II¹³: Monitoring and Evaluation system	\$300,000	0	\$300,000	11.1%
Evaluation & Contingencies	\$74,000		\$74,000	2.7%
1. Evaluation of the Program	\$25,000		\$25,000	0.9%
2. Contingencies	\$49,000		\$49,000	1.8%
SUB-TOTAL	\$1,990,000	\$692,560	\$2,682,560	99.6%
Impact Evaluation Account	\$10,000		\$10,000	0.4%
TOTAL	\$2,000,000	\$692,560	\$2,692,560	100.0%
%	74%	26%	100%	

V. EXECUTING AGENCY AND EXECUTION MECHANISM

A. Executing Agency

- 5.1 The Bank, through the MIF Office will execute the overall Program. This will include: a) preparation of Program documents and operational guidelines; b) promotion of the Program via the MIF website, the MIF newsletter and in collaboration with the cluster coordinators, network lead institutions and country office MIF specialists; c) selection

¹² The counterpart has been estimated based on the 70-30 ratio of the MIF contribution and counterpart funds. The MIF contribution to the Program is a maximum amount, based on approval of the 20 projects.

¹³ Includes \$100,000 for evaluations of individual projects under the Program.

of the Advisory Group; d) selection of the evaluation consultant; e) initiating the Program and completing the project selection and approval aprocess; f) contracting service providers and disbursing payments; g) preparation and presentation of annual progress reports to the Donors' Committee; g) commissioning a final evaluation of the Program, as well as the impact evaluation; and h) dissemination of results.

B. Executing mechanism

- 5.2 The MIF will assign an individual from its staff to coordinate execution of the Program. The evaluation/project monitoring expert will be responsible for periodic monitoring of the projects under the Program to see to what extent they are achieving results according to the indicators presented in the project logframes. This will be done in coordination with the relevant Country Offices (COFs). These monitoring results will be inputs for the Progress Reports to the Donors Committee.

C. Execution and disbursement periods

- 5.3 The execution and disbursement periods of the Program will be 42 and 48 months, respectively. In order to allow for timely execution of individual projects, the commitment period of the Program will be 30 months. The execution period for each project under the Program will be up to 18 months.

D. Procurement of goods and services

- 5.4 It is anticipated in Component I of the Program that services for each project will be sole sourced to service providers. The goal is to create an incentive for MIF partners to share best practices, thereby increasing the possibilities for replication and scaling up of MIF projects. Any sub-contracting by these service providers for activities to be undertaken for the beneficiary institutions will be in keeping with Bank rules.

VI. BENEFITS AND RISKS

A. Benefits

- 6.1 It is expected that the Program will provide the following benefits to participating institutions: a) opportunities to learn from and share experiences with peer institutions as well as institutions external to the cluster, network or other learning community, who have never had a MIF project; b) opportunities to capture knowledge and expertise in a form that is easily shared; c) opportunities to be known as an "expert" on a regional basis. There are also benefits for the MIF, in that the Program is a mechanism for realizing one of the key goals of the K2Practice Initiative, and it is also an opportunity to "tell the MIF story" to a broader audience, thereby increasing the possibilities for replicating MIF successes.

B. Risks

- 6.2 There are several risks with this Program. First, the risk that there will not be the level of demand anticipated from the learning communities to fund the proposed number of projects. This risk will be mitigated by the fact that the Program will be widely publicized among MIF partner executing agencies, and the fact there are already informal requests for funding support of this nature coming from the clusters and networks. Second, that the activities proposed by soliciting institutions will not be

eligible, given Program guidelines. This risk is being addressed as the Program guidelines are in keeping with the K2Practice initiative and also consistent with the knowledge-sharing goals of the clusters, networks and other learning communities. A third risk is that all the applications will come from a very small group of institutions in the region. This risk will be mitigated through efforts on the part of the MIF team to promote diversity in terms of the requesting institutions, and these institutions will not be able to receive funding for more than one project as described in paragraph 3.5 above.

VII. MONITORING AND EVALUATION

A. Monitoring

- 7.2 The MIF specialists in the country offices and the evaluation/project monitoring expert will monitor implementation of individual projects under the Program. The evaluation consultant will be responsible for developing a monitoring and tracking system. The Bank, through the MIF Office will be responsible for executing the overall Program. Beneficiary institutions will submit a final report at the end of each project to the COFs, and the Program Coordinator outlining what was achieved with MIF financing.

B. Evaluations

- 7.2 The MIF, using Program funds, will contract a new consultant to conduct evaluations of the individual projects once final disbursements for each are completed, as well as a final evaluation of the overall Program. The MIF will develop the terms of reference for these evaluations. Project evaluations will take into account the indicators in the log frames as well as the expected results outlined in the project proposals. The final evaluation will analyze the overall performance of the Program, the interest of partner executing agencies in the Program, the number of projects submitted, and the pace of implementation of the projects approved. The consultant will pay particular attention to the evaluations of the individual projects, the value to the beneficiaries, and consistency with the MIF goal of replicating success stories.

VIII. ENVIRONMENTAL AND SOCIAL REVIEW

- 8.1 Given the nature of the proposed Program, adverse environmental impacts or social effects are not expected. All projects approved under the Program will adhere to the environmental guidelines of the Bank. The Program has been classified as “C” based on the Environmental and Social Impact Review Committee (ESR) Project Classification Tool. No social and environmental strategy is warranted.

**PROMOTING KNOWLEDGE MANAGEMENT THROUGH LEARNING COMMUNITIES
(RG-M1109)
Logical Framework**

Narrative Summary	Indicators	Means of Verification	Assumptions
<p><u>Goal</u> Contribute to the development of stronger MIF partner institutions in the LAC region, by leveraging the wealth of knowledge accumulated by them.</p>	<p>Two years after the end of the Program 30% of beneficiary executing agencies have increased access to donor funding, and have more visibility on a regional level.</p>	<ul style="list-style-type: none"> • Reports of Partnerships developed. • Reports of successful outreach to donors other than the IDB/MIF. • Newsletters or press clippings highlighting executing agencies' accomplishments. • Mid-term and Final Evaluations of the Program, which will include surveys to executing agencies. 	<p>Macro-economic and political conditions in the region remain stable.</p>
<p><u>Purpose</u> To support Learning Communities of MIF partner institutions to share knowledge through pilot projects aimed at replication and scaling up of MIF successes.</p>	<p>At the end of the 2nd year, at least 8 learning communities are actively engaged in knowledge-sharing.</p> <p>At the end of the 2nd year, 30% of the projects approved relate to replication and scaling-up of MIF projects.</p> <p>At the end of the Program there are at least 15 learning communities are engaged in knowledge-sharing activities.</p> <p>At the end of the Program: 70% of the projects approved relate to replication and scaling-up of MIF projects.</p> <p>At the end of the Program, 80% of participating MIF partner Institutions report satisfaction with the Program.</p>	<ul style="list-style-type: none"> • Progress Reports to Donors Committee with profiles of projects selected. • Progress Reports to Donors. • Mid-term and Final Evaluations. • Satisfaction survey to beneficiary institutions. 	<p>Executing agencies maintain their interest in and commitment to the Program, based on perceived benefits.</p> <p>Donors Committee continues to support the Program and its goals.</p>

Narrative Summary	Indicators	Means of Verification	Assumptions
Components (Outputs)			
Component I: Funding for pilot projects.	<p>At the end of the second year, at least 4 Learning Communities have presented 8 projects to the MIF for financing.</p> <p>Of the 8 projects presented, at least 7 have been approved.</p> <p>At the end of the Program, at least 10 learning communities have presented 20 projects to the MIF for financing.</p> <p>Of the 20 projects presented, at least 18 have been approved.</p>	<ul style="list-style-type: none"> • Annual reports to Donors Committee. • Final evaluation of the Program. 	Executing agencies that apply to the Program are engaged in the process, based on incentives.
Component II: Establishment of a Monitoring and Evaluation System.	At the end of 12 months, the monitoring and evaluation system is fully developed and ready to be used.	<ul style="list-style-type: none"> • The monitoring and evaluation system up and running. 	Executing agencies that apply to the Program are engaged in the process, based on incentives.
Activities			
<p>1. Funding for Pilot Projects.</p> <p>- Publicizing the Program via the MIF website, the MIF newsletter (The Dispatch), COFs, existing clusters, and networks.</p> <p>- Selection of Advisory Group.</p>	<p>MIF: \$1,616,000 Counterpart: <u>\$ 692,560</u> Total: \$2,308,560</p> <p>Program web page launched within a month of Donors' approval, monthly updates on Program in MIF newsletter, and regular email communication with executing agencies through cluster coordinators and network Lead Institutions.</p> <p>Advisory Group formed with agreed operating procedures within one month of Donors' approval of project.</p>		All stakeholders maintain interest and commitment in the Program.

Narrative Summary	Indicators	Means of Verification	Assumptions
<ul style="list-style-type: none"> - Pre-selection of projects, based on pre-determined eligibility criteria. - Selection of evaluator/project monitoring expert (consultant) for establishing project baseline indicators. - Presentation of annual Progress Reports to Donors. 	<p>Eligibility criteria approved by Advisory Group. Within one month after Donors Approval of project.</p> <p>Terms of Reference for evaluator/project monitoring expert approved by Advisory Group within one month after Donors approval of project. Shortlist developed and evaluator/project monitoring expert hired within 3 months of project approval.</p> <p>Progress reports prepared every year for Donors approval and uploaded on MIF webpage.</p>		
<p>2. Establishment of a Monitoring and Evaluation system.</p> <ul style="list-style-type: none"> - Qualitative and quantitative indicators developed for the Program as a whole. - Ongoing work to develop indicators for individual projects. 	<p>MIF: \$300,000</p> <p>Within 3 months of hiring evaluator/project monitoring expert develops set of qualitative and quantitative indicators for the Program, which will be tested at the individual project level and adjusted as needed.</p> <p>Ongoing monitoring of individual projects against the logframes.</p>	<ul style="list-style-type: none"> • Reports from Executing Agencies. • Reports from evaluator/project monitoring expert. 	

SUMMARY BUDGET
PROMOTING KNOWLEDGE MANAGEMENT THROUGH LEARNING COMMUNITIES (RG-M1109)

Component	Unit	Quantity	Unit Cost	MIF	COUNTERPART	TOTAL	%
Component 1 Funding for pilot projects				1,616,000	692,560	2,308,560	85.7%
	1	20	115,428	1,616,000	692,560	2,308,560	
Component 2: Monitoring and Evaluation system				300,000	0	300,000	11.1%
1. Fees	1	40	3,500	140,000		140,000	
2. Trips				60,000		60,000	
Tickets	1	27	850	23,000		23,000	
Per diem	7	27	196	37,000		37,000	
3. Evaluation of individual projects	1	20	5,000	100,000		100,000	
EVALUATION & CONTINGENCIES				74,000		74,000	2.7%
1. Evaluation of the Program	1	1	25,000	25,000		25,000	0.9%
2. Contingencies	1	20	2,450	49,000		49,000	1.8%
SUB-TOTAL				1,990,000	692,560	2,682,560	99.6%
Impact Evaluation Account				10,000		10,000	0.4%
TOTAL				2,000,000	692,560	2,692,560	100.0%
%				74%	26%	100%	