



Sprout, LLC

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CDMAP e-Learning for the IMF Project Proposal

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Background

The International Monetary Fund (IMF) is an international financial agency that nurtures the sustainable growth and prosperity of its 190 member countries by bolstering its macroeconomic policies, promoting financial stability, and facilitating monetary cooperation. This is done through a three-pronged approach: policy advice (surveillance), loan and financial aid (lending), and training and technical assistance (capacity development) (“What is the IMF?,” n.d.)

The Capacity Development Management and Administration Program (CDMAP), a cutting-edge development for the IMF, is not just a new system but a powerful tool that enhances our operational efficiency. It effectively manages the IMF's global CD activities, empowering the IMF to serve its member countries better and contribute to their sustainable growth and prosperity.

The current performance state, with only about 40% of CDMAP users having taken the training since the system's inception in 2023, highlights the pressing need for the CDMAP e-learning project. It is not just a project but a crucial step in the IMF's organizational growth and success.

The goal is for the remaining 60% of the project managers to complete and pass the CDMAP for Project Managers modules by the following May 2025 fiscal year.

Why do many CDMAP users lack skills and knowledge? 1) CDMAP is a new system, and 2) project managers need to gain skills and knowledge of CDMAP.

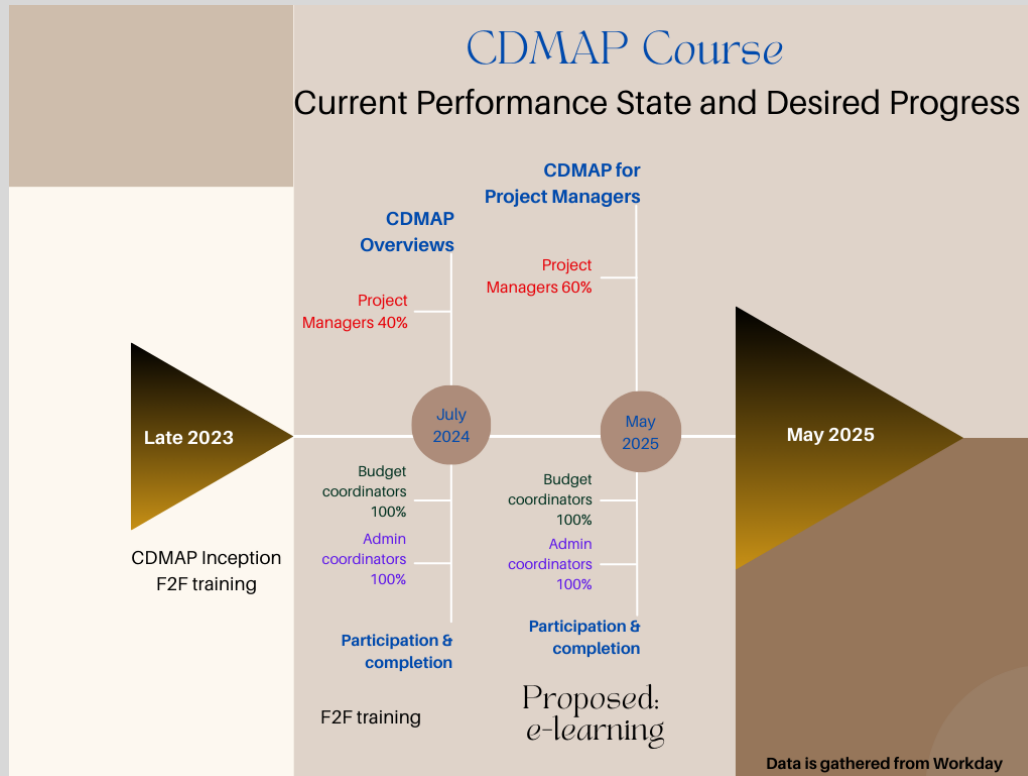
The gap between the desired and actual performance is on the CDMAP for project managers' skills and knowledge. Many project managers only take CDMAP Overview training instead of the full project manager training package.

The CDMAP e-learning is the best solution because it is 1) self-paced, 2) flexible (time and geographical), 3) learner-centered, 4) cost-effective, 5) environmentally friendly, and 6) analytical.

The CDMAP e-learning project targets all new staff or those who need to master the CDMAP system. The project ensures that all CDMAP users are fluent with the system, a crucial step in achieving the IMF's organizational goal of making informed decisions on CD policy and oversight using the available data managed in CDMAP. CD activities data management is fundamental for all reporting purposes to all stakeholders.

Figure 1.

CDMAP Current Performance and Desired Progress



Note: CDMAP Business-Support, personal communications to the author, May 15, 2024

Objectives

The learning objective for the CDMAP Overview module:

- Navigate and operate the CDMAP system.

The learning objectives for CDMAP for Project Managers modules:

By the end of the CDMAP for Project Managers modules, project managers will be able to operate the system, formulate, design, revise, compile, evaluate, and summarize all data on CD activities.

Module 1. Project Design and Costing (Direct Delivery)

By the end of Module 1, project managers will be able to do the following:

- Formulate and design a CD project to prepare for approval in the work plan

- Formulate log frame(s) to prepare for approval in the work plan.

Module 2. Project Design and Costing (Non-delivery)

Note: A non-delivery project is a project that supports CD but is not a CD delivery. It is commonly done by management, administration, analytics, and development.

By the end of Module 2, project managers will be able to do the following:

- Formulate and design a CD non-delivery project to prepare for approval in the work plan
- Formulate log frame(s) to prepare for approval in the work plan.

Module 3. Project Execution

By the end of the Module 3, project managers will be able to do the following:

- Generate briefing papers.
- Obtain mission IDs and travel authorization numbers.
- Generate back-to-office (BTO) reports.

Module 4. Project Monitoring and Assessment

By the end of Module 4, project managers will be able to do the following:

- Rewrite a change of request on projects that have shifted in scope since the approval phase.

Module 5. Project Closing

By the end of Module 5, project managers will be able to do the following:

- Manage any cancelation or completion of CD activities when an activity is no longer needed (cancel) or is finished (complete).
- Create archives on projects that will not be implemented.
- Compile archives on projects that have ended.

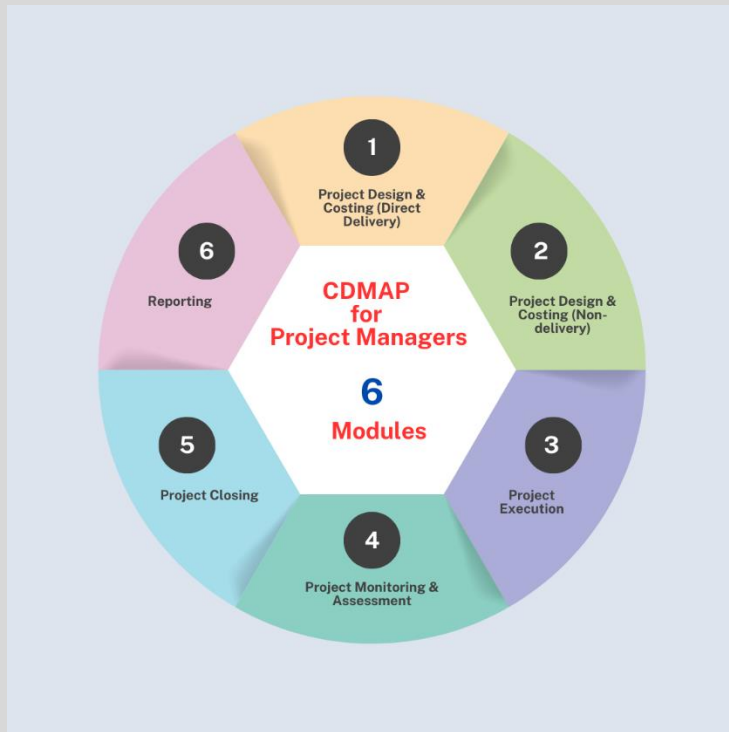
Module 6. Reporting

By the end of Module 6, project managers will be able to do the following:

- Analyze, select, categorize, customize, develop, and save reports in CDMAP

Figure 2.

CDMAP for Project Managers Modules



Note: CDMAP Business-Support, personal communications to the author, May 15, 2024

Scope

The results of the project:

- All project managers will complete CDMAP Overview modules, which provide learners with an overview of the CD model supported by CDMAP, how to request access to navigate within the system, and how to use reports to leverage CDMAP data.
- All project managers will complete CDMAP for Project Managers six modules: 1) project design and costing (direct delivery), 2) project design and costing (non-delivery), 3) project execution, 4) project monitoring and assessment, 5) project closing and 6) reporting for project managers (IMF, 2024).

The work that will be undertaken:

- CDMAP e-learning for project managers.
- Socialize about CDMAP e-learning at monthly CDMAP Super Users Network meetings and quarterly Community of Practice meetings.
- Regular discussions (monthly) on participation and completion between the CDMAP Business Support team, the Learning and Development team, the division, and the department chiefs.
- Regular feedback mechanism to help maintain high-quality standards and continuous improvement, using questionnaires/surveys before and post-courses.
- CDMAP e-learning brown bag events (quarterly) to showcase the CDMAP system and answer any questions and concerns.

Figure 3.

Questionnaires for Feedback

Questionnaires

Name: _____ Position: _____
Div.: _____ Dept.: _____

	Yes	Maybe	No
Have you taken the CDMAP training since its roll-out?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you completed the CDMAP Overview modules?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you taken the CDMAP for Project Managers modules?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you completed all the modules in the CDMAP for Project Managers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel that the training improves your productivity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel more confidence in navigating the system after the training?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your valuable feedback!
CDMAP Business Support Team

Note: Created by Nia English in Canva

Figure 4.

Post-Completion Survey for Project Managers

**Post-Completion
Survey for Project Managers**

Name: _____ Position: _____
Div.: _____ Dept.: _____

	Yes	Maybe	No
Are you satisfied with the CDMAP for Project Managers modules?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the training meet your expectations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely are you to recommend the training to others?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considering the scope of the course, are there any topics that you think should be included?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do any modules require additional detail to achieve the learning objectives? (if yes, please provide details)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do any modules have extraneous details that are not necessary to achieve the learning objectives? (if yes, please provide details)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do the interactive elements adequately engage the learner in understanding the content? (if no, please explain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do the interactive elements adequately engage the learner in understanding the content? (if no, please explain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any feedback on the structure of the modules and how the content flows			

Please provide any additional feedback that you have			

Thank you for your valuable feedback!
CDMAP Business Support Team

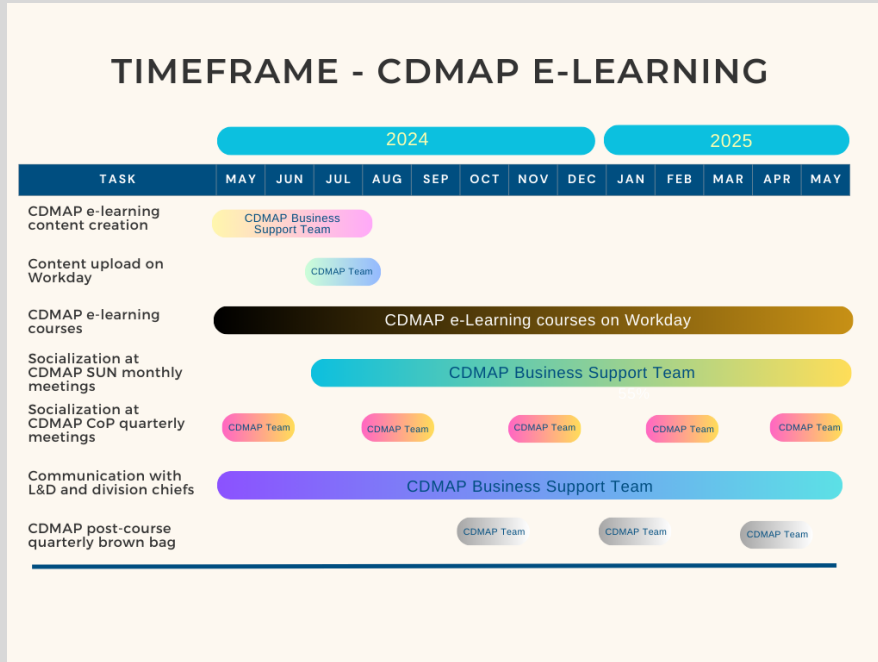
Note: Created by Nia English in Canva

Timeframe

	Description of Work	Start and End Dates
Phase One	CDMAP e-learning creation: Overview modules Project managers modules	May to July 2024
	CDMAP e-learning upload on Workday	July 2024
Phase Two	CDMAP e-learning courses	July 2024 to May 2025
Phase Three	CDMAP e-learning socialization to CDMAP Super Users Network meetings	Monthly, starting May 2024
	CDMAP e-learning socialization to CDMAP Community of Practice	Quarterly, starting June 2024
Phase Four	CDMAP Business Support team maintains communication with the L&D team, division, and department chief on participation and completion	Monthly, starting July 2024 to May 2025

Figure 5.

Timeframe – CDMAP e-Learning



Note: created by Nia English in Canva

Project Budget

	Description of Work	Anticipated Costs
Phase One	Articulate 360 annual subscription ("Pricing for articulate 360...." 2024)	\$1,399
	Total	\$1,399

Key stakeholders

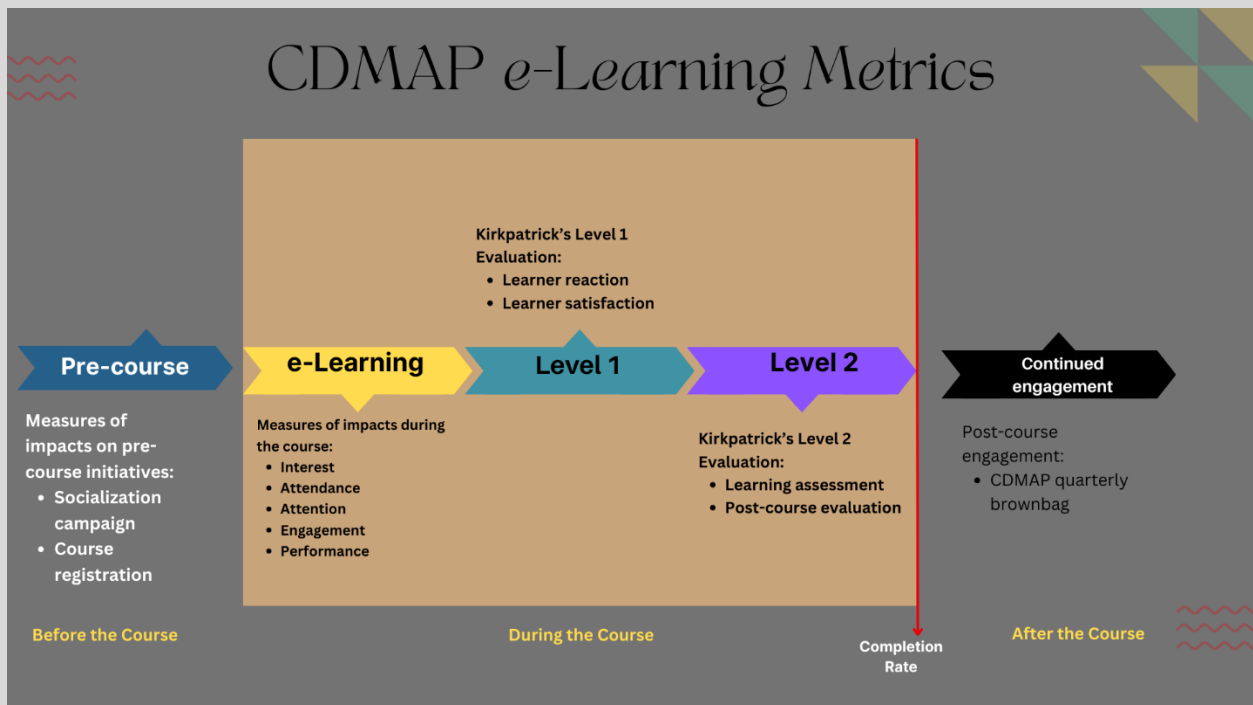
Client	ICD Strategic and Evaluation Division (ICDSE)
Sponsors	ICD department management IMF management
Project manager	ICDSE management
	CDMAP Business Support team

Monitoring and Evaluation

As guidance for monitoring and evaluating CDMAP e-learning, it is proposed to split M&E into three stages: pre-, during, and post-course. The metrics identify the impact of each stage and how they meet learning objectives.

Figure 6.

CDMAP e-Learning Metrics



Note: *The Kirkpatrick model*. (2023). Training Industry.

<https://trainingindustry.com/wiki/measurement-and-analytics/the-kirkpatrick-model/>

Pre-Course

The CDMAP team conducts outreach campaigns to promote e-learning and course registration.

During the Course

Participants' engagement in e-learning courses can be measured through interest, attendance, attention, and engagement (Hout, 2021).

The Kirkpatrick Model of Evaluation can be implemented to measure whether the course meets the objectives.

Level 1 of the Kirkpatrick Model evaluates the learner's reactions toward the course using questionnaires and surveys. The feedback helps to evaluate the effectiveness of the learning and any future improvements ("Kirkpatrick model," 2023).

Level 2 of the Kirkpatrick Model measures the skills and knowledge acquired by learners. Measurement can involve summative assessment at the end of each module to determine if e-learning objectives are being met and what further improvements are necessary ("Kirkpatrick model," 2023)

Course completion involves measuring the number or percentage of learners who complete all the modules and who drop out (Hout, 2021; Sharma, 2018; and Yupangco, 2017).

After the Course

Post-course engagement helps to improve the e-learning program further, increasing new learners' interest and participation in it. A quarterly brown bag event could allow the CDMAP team to interact with existing and potential learners and share their concerns and input.

Approval Signatures

ICDSE Management

Project Client

ICD Management

Project Sponsor

CDMAP Team

Project Manager

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