 **International Fund for Agricultural Development**

**Financing Facility for Remittances**

**Call for Proposals**

**Closing the data gap towards an efficient remittances market in Africa**

**Template and annexes**

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PLEASE FILL IN AND SUBMIT ALL ANNEXES FROM I TO V, AND CONFIRM ANNEX VII

**ANNEXES**

|  |
| --- |
| The questionnaire on the following pages represents your *expression of interest* to participate in the Call for Proposals.It will assist you and the FFR to determine whether your organization is eligible to submit a proposal. Please answer all questions to the best of your ability. **Questions marked with an asterisk (\*) are compulsory.**Prior to beginning filling in the questionnaire, please ensure that you:* are an organization that belongs to a country that is an [IFAD member state](https://www.ifad.org/en/member-states)
* have the capacity to enter into financial and legal agreements with IFAD and to comply with the procurement guidelines of IFAD if necessary (see [procurement guidelines](https://www.ifad.org/ar_SA/web/guest/document-detail/asset/39501080))
* are a registered legal organization in an [IFAD member state](https://www.ifad.org/en/member-states)
* *do not* act as an intermediary, but are directly responsible for the preparation and management of the proposal
* can present audited financial statements and signed external audit reports for at least two previous years - (three years in the case of for-profit entities)
* can present procurement procedures for competitive acquisition of goods and services and for competitive recruitment of human resources
* can provide the necessary required counterpart contribution
* have a bank account in the name of the proposing institution
* comply with the terms and conditions contained in IFAD’s Grant Agreement template.

Before starting the application, please review the guidelines in the FFR Call for Proposals and step-by-step instructions.If you have any questions, please contact:**remittances@ifad.org** |

**Annex I. Organizational profile**

|  |
| --- |
| **1.A Organizational profile** |
| **1.1** Your organization and contact information of the person responsible for the project and direct communication with the FFR:* full legal name\*
* abbreviation
* official address and mailing address if different\*
* name of the contact person\*
* email address of the contact person\*
* name and title of authorized person who will sign the grant agreement\*
* email address of the organisation
* website address of the organisation\*
* telephone (include codes)\*
* fax
 | Organizations applying for IFAD FFR grants must belong to an [IFAD member state](https://www.ifad.org/en/member-states)Does your organization belong to a member country?[ ]  YES [ ]  NO***If NO, we apologize, but only member countries are eligible for FFR grants.*** |
| How did you become aware of this call for proposals?IFAD website[RemittancesGateway](http://www.remittancesgateway.org/) websiteFFR direct mailingPublished advertisementMediaInternet searchReferral by other organization |  |
| *Note:* All information provided hereafter will be shared with the Review Committee for the review and selection of projects. All data and information will be maintained in the strictest confidence by the FFR. |
| **1. B Organizational profile** |
| \* **1.2** Your organization is (check the appropriate box):[ ]  The government of a developing member state of IFAD[ ]  A non-profit, non-governmental organization in an IFAD member state[ ]  An intergovernmental organization with more than one IFAD member state as a member.[ ]  Private sector entity[ ]  Other(Governments and government agencies of developed Member States and non-Member States are not eligible. Non-profit, non-governmental organizations in non-Member States are eligible only if a specific waiver is granted by the President.) |
| \* **1.3** What is the legal status of your organization? Non-governmental or foundationAcademic institutionIntergovernmentalGovernmentalParastatalCommercial enterpriseHumanitarian organizationOthers (please specify) |
| \* **1.4** Can you provide evidence of the organization’s registration in the country of operation?[ ]  YES [ ]  NO***If NO,*** *please know that* organization’s registration in the country of operation is mandatory ***for IFAD grants,*** *therefore, your organization* ***is not eligible.*** | **\*1.5** Provide details of legal registration, as available:* date of registration
* registration number
* name of registry
* location of registry (ministry, chamber of commerce, other)
 |
| \* **1.6** How would you best describe your organization’s primary areas of activity? * *Service provider for business development support*
* *Migrant philanthropic association working to support its home country*
* *Academic institution*
* *Public institution*
* *International Organization*
* *Other*
 |
| \* **1.7** How many years has your organization been active in the selected area of activity (1.6)? * *0-1*
* *1-3*
* *4-7*
* *7 or more*
 | \* **1.8** Does your organization have a bank account in its name? [ ]  YES [ ]  NO***If NO,*** *please know that the*requesting organization must have a bank account in its name ***for IFAD grants,*** *therefore, your organization* ***is not eligible.*** |
| \* **1.9** Can your organization provide annual audited financial statements: * for the last two financial years for non-profit entities
* for the last three financial years for for-profit entities?

[ ]  YES [ ]  NO***If NO,*** *please know that* annual external audit reports for the previous years ***are mandatory for IFAD grants.****Contact IFAD at* **remittances@ifad.org** **for further information**  | \* **1.10** Can your organization provide documentary evidence regarding its legal, financial and control capacity to receive and manage funds under applicable laws?[ ]  YES [ ]  NO***If NO,*** *contact IFAD at* **remittances@ifad.org** **for further information.** Evidence regarding your legal, financial and control capacity ***is mandatory for IFAD grants.*** |
| \* **1.11**Does your institution have previous experience executing projects with donor funding? [ ]  YES [ ]  NO***If yes, for how many years**** *1 year or less*
* *2 years*
* *3 years*
* *4 years or more*
 | \* **1.12** Has your organization been faced with criminal allegations or other criminal aspects including fraud over the last 5 years? [ ]  YES [ ]  NO***If YES,*** *your organization* ***is not eligible*** |
| * 1. List any previous IFAD grants received

(grant number, amount of grant and date of approval)Closed Grants: Open Grants:  |
| **Declaration of Potential Conflicts of Interests**Please answer the following questions relating to potential conflicts of interest by ticking the boxes in the left column. If the answer to a question is "Yes," please provide additional information as requested below. [Prospective Recipient], [Prospective Recipient] staff involved in the proposed project[[1]](#footnote-1) and/or their immediate family members[[2]](#footnote-2), have a financial interest in the proposed project. [[3]](#footnote-3)[ ]  YES [ ]  NO Has any [Prospective Recipient] staff involved in the proposed project and/or their immediate family members received assistance from an IFAD employee (i.e., IFAD consultants or staff members) which might lead to actual or perceived preferential treatment?[[4]](#footnote-4)[ ]  YES [ ]  NO Do any of the [Prospective Recipient] staff involved in the proposed project have immediate family members working for or at IFAD (i.e., as a consultant or staff member)? [[5]](#footnote-5)[ ]  YES [ ]  NO Has [Prospective Recipient] and/or [Prospective Recipient] staff involved in the proposed project, ever been sanctioned[[6]](#footnote-6) of fraud, corruption, collusion, coercion or a related wrongdoing?[[7]](#footnote-7),[[8]](#footnote-8),[[9]](#footnote-9)[ ]  YES [ ]  NO Does the [Prospective Recipient], [Prospective Recipient] staff involved in the proposed project and/or their immediate family members, in any way not listed above, benefit,[[10]](#footnote-10) or appear to benefit, directly or indirectly, from an association with IFAD or with an enterprise or organization that, directly or indirectly, engages in business with IFAD?[[11]](#footnote-11)[ ]  YES [ ]  NO |

**The above-listed questions establish an on-going duty to disclose.** This means that [Prospective Recipient] and [Prospective Recipient] staff involved in the proposed project are required to **promptly inform IFAD of any potential changes** to the answers and information provided above in the course of carrying out their duties under the Grant Agreement.

[Prospective Recipient] and [Prospective Recipient] staff involved in the proposed project are also required to provide IFAD, at all times, with whatever information and documentation IFAD may require in order to monitor actual, potential or perceived conflicts of interest.

If in doubt as to whether or not an information may be relevant under the above-listed questions, [Prospective Recipient] and [Prospective Recipient] staff involved in the proposed project shall disclose this information to IFAD.

|  |  |  |
| --- | --- | --- |
| **Name/Title/Role** | **Organization** | **Description of potential conflicts of interest** |
|  |  |  |
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**Annex II. Proposal**

This document is a generic model for a proposal that will facilitate the selection of projects. It is organized along the following sections:

1. Main information
2. Basic project data
3. Project outline
4. Budget
5. Information and Logical Framework
6. Review

Guidelines are provided for completion under each section.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **1. Main information** | **2 -** | **3 -** | **4 -** | **5 -** | **6 -** |
| **1.1 Project Title** |
| **1.2 Type of Project** |
| **1.3 Short description***Please provide a short description of the project. The description should summarize the overall project rationale and expected outcomes. Please be concise.*  |
| **1.4 Documents required****Proposals should include:** (i) budgets by category and activity (Annex II), (ii) logical framework, (iii) workplan, (iv) signed audits, (v) information on procurement process; (vi) information on financial management process; (vii) proof of legal status, (viii) partnership agreements or Letter(s) of Intent, and (ix) any other relevant documents.**Please name your file accordingly** |
|  |
| **1 -** | **2. Basic project data** | **3 -** | **4 -** | **5 -** | **6 -** |
| **2.1 Target region of the project: Africa** |
| **2.2 Main target countries: All countries in Africa**  |
| **2.3 Direct and indirect target group** (maximum 120 words)Please state who will directly benefit from the project including description of the target group/target corridor and participating countries:* Direct Target group (e.g. migrants’ households in regions xxx)
* Indirect target group (e.g. , migrant community originating from xxx in countries xxx)
 |
| **2.4 Implementation period (expressed in months): \_\_\_\_\_** |
| **2.5 Organization’s technical capacity**(maximum 600 words)Describe the organization’s technical capacity to carry out the proposed activities. Please include at least the following information: * Relevant experience of both the organization and relevant staff, in particular with regard to data gathering and analysis, with specific reference to remittances or diaspora investment and entrepreneurship
* Performance indicators of the applicant organization
* Clarify if the area of remittances or diaspora investment is new to the applicant organization
* Describe the legal framework under which the organization will work
 |
|  |
| **1 -**  | **2 -** | **3. Project outline** | **4 -** | **5 -** | **6 -** |
| **3.1 Context and rationale** (maximum 1,200 words)This section should provide the context and rationale for the project and its activities, based on a clear definition of the problem to be addressed, and of related key opportunities and constraints. Issues raised in the rationale should be supported by research and recent data, where available.The description should:* Specify the target geographic area – specific region/geographical area of work
* Include the most recent estimates of the number of people affected by the problem that will directly benefit from project activities, including the percentage of the total population in the area covered. Specify their key characteristics (e.g. age, gender, income level, economic activity, geographic location, etc.). There may be more than one final beneficiary group.
* Provide a problem description and explain why solving/alleviating this problem is important and how proposed activities are the best logical mix to overcome the barriers described earlier. Be as specific as possible; give statistics, numbers and sources. Determine the demand for the proposed solution providing information on the size of the market (stock of migrants, remittance flows, forms of diaspora investment, etc.). It is possible to use both primary and secondary market research, i.e. developed by the requesting institution or from other sources.
* If relevant, note the major competition or complementary products and services offered in the area of influence of the project (number and types of remittance providers, financial solutions or mechanisms competing with or completing the envisaged solution)
* Summarize the legal environment (legislation, national and international regulations applicable to the implementation of the proposed activities)
* Explain why an IFAD/FFR grant is needed

Furthermore, please:* Summarize the legal environment (legislation, national and international regulations applicable to implementation of the proposed activities)
* List market/industry barriers, if applicable
 |
| List or attach documents and studies produced and used or referred to in this section, for example: market research studies, brochures and advertising materials, industry studies, maps and photos of locations, magazines or other articles, letters of support and any other materials needed to support the assumptions in this plan.Also please state any initiative/project already carried out by multilateral organizations, governments, foundations, private sector, or other types of organizations, that may be similar to this proposal and state why/how this project will improve such initiatives, replicate them or have greater outreach and impact (your awareness of initiatives in the same field of the proposal will enhance our view of your technical capacity).  |
| **3.2 Goal and Objectives** (maximum 600 words)State in one clear and concise sentence each of the following:* **The overall project goal.** The project goal isthe long-term objective to which the proposed project contributes.
* **The project objective(s).** The objective(s) describe(s) what the project is trying to achieve, or the specific, tangible changes it aims at generating for the project target group. Objective(s) is/are quantifiable and measurable. **A project may have more than one objective.** Each objective must show a direct relevance to the goal stated above.

Goal and objective(s) must be the same as those indicated in the Logical Framework (Annex III). |
| **3.3 Key activities by component** (maximum 1200 words)Provide the following information in clear and concise sentences:1. List each activity to be carried out with the project resources in order to achieve the objective(s)
2. In case of multiple objectives, state the objective to which a group of activities refers (must match the objective(s) stated in 3.2)
3. The approximate cost of each activity

Provide details for each activity [e.g. (a) training: how many persons will be trained, where the training will be given, and what subjects will be covered; (b) marketing: how will it be done, what means will be used, how many persons are expected to be reached; (c) workshops: how many will be held, where they will be held and who will attend. If any selection is part of a project (e.g. selected entrepreneurs from the target group; selected microfinance institutions) then the selection criteria should also be stated here].Activities must be listed in chronological order for each objective. Activities and outputs must be the same as those stated in the Logical Framework (Annex III). |
| **3.4 Expected outputs and outcomes**Provide the following information in clear and concise sentences:1. For each activity, list the expected output(s), or project deliverables, (such as studies, guidelines, number of people trained, software, etc.). Outputs should be quantified, measurable and clearly defined
 |
| **3.5 Short description of implementation arrangements** **(maximum 900 words)**Describe the implementation arrangements with a timeframe, particularly, in relation to: the decision-making structure; the day-to-day management structure, including relevant experience of staff involved; the advisory or guidance structure (e.g. Steering Committee, including experience that advisors will bring to the project). Describe the structure (e.g. project execution unit) that will be responsible for day-to-day implementation, including financial management. Staffing planned to ensure project implementation should be specified. A brief explanation should be provided on how each activity/group of activities will be implemented and by whom. Also ensure that the roles of each partner are detailed in this section.Explain in brief the roles that the applicant organization (as well as each single partner where applicable) will perform in order to ensure project execution. |
| **3.6 Implementing Partners and Implementation Agreements** (maximum 600 words)Include partners that will assist in implementation. Provide the name of each organization considered essential for the successful implementation of the project and provide information about the modalities whereby they will participate.The type of partnership(s) and its/their current status should be clearly specified. Agreement(s) with partner(s) should be confirmed and documented (Letter(s) of Intent; contracts or formal agreements, when applicable). |
| **3.7 Description of the Monitoring and Evaluation Approach**(maximum 300 words) State how the project implementation will ensure that the activities are carried out efficiently in accordance to the workplan; the outputs are indeed produced as promised; the project funding is used for the categories and activities for which they were intended; and that the impact/performance indicators expected to be reached are actually maintained.Please note that, as referenced in the IFAD's general provisions (within Annex VII), specific mechanisms for reporting to IFAD are required.  |
| **3.8 Risks and Mitigation Measures** (maximum 450 words)Identify external factors that can negatively impact project execution, such as changes in technology, government regulations, the economy and the industry. Provide a brief explanation of planned measures for eliminating, transferring, mitigating or managing key risks**,** andmitigating actions for possible changes in assumptions (i.e. external factors over which the project has no control) as stated in the Logical Framework (Annex III).  |
|  **3.9 Knowledge Management and Learning**(maximum 300 words)Indicate the knowledge management approach and the expected products  |
| **3.10 Supervision modalities**(maximum 300 words)Present the modalities of supervision of the activities. |
| **3.11 Sustainability and Scaling up**(maximum 450 words)Describe how project benefits will continue to accrue to project target beneficiaries once the project is completed. Specify in particular: (i) how operational costs will be covered once grant resources are fully spent; (ii) the assessed growth potential and opportunity for the proposed business model to continue beyond the completion of the project; iii) in which manner activities can be replicated and scaled up. |
|  |
| **1 -** | **2 -** | **3 -** | **4. Budget** | **5 -** | **6 -** |
| **4.1 Budget Summary**Cost of project including counterpart contribution provided by the recipient or project partners, in percentage, stating if in kind or cash - Amount requested from the FFR: **EUR \*\*\*\*.00**- Counterpart resources provided by requesting institution **EUR \*\*\*\*.00** **in kind: EUR \*\*\*\*\*\*\*.00** equivalent to \*\*\*\*% of total requested to FFR **in cash: EUR\*\*\*\*\*\*\*.00** equivalent to \*\*\*\*% of total requested to FFR- Project total: **EUR \*\*\*\*.00**Describe any other particular aspects |
| **4.2 Project Budget** **Please provide budget tables (Annex IV)**The Budget Excel file should contain 2 worksheets:Worksheet 1: **Budget by Category** (budget by category of expenditures and source of funds)Worksheet 2: **Budget by Activities**Ensure that the totals match the total cost of activities/groups of activities stated in Section 3.Use the categories of expenditure indicated in the template Budget by Categories (do not include additional categories). However, additional sub-categories can be created as deemed appropriate. **For-profit entities** the following fundamental condition holds: any activity or product financed by the IFAD/FFR grant shall be owned jointly by the contracting parties; as such, IFAD, as a contracting party, may also disseminate/replicate any of the project outputs such as promoting similar methodologies or products in different contexts where the contracting party doesn't intervene and knowledge management documents. |
|  |
| **1 -** | **2 -**  | **3 -** | **4 -** | **5. Logical Framework and other documents** | **6 -** |
|  |
| **5.1 Logical Framework** **Please provide a Logical Framework (Annex III)**For more information and guidance, please use the Logical Framework template Annex III of the Guidelines. The applicant should ensure consistency of language between the goal, objectives, activities, outputs and outcomes stated above and those reported in the Logical Framework. When appropriate, include baseline indicators. |
| **5.2 Workplan** **Please provide a workplan of activities (Annex V)**The applicant should provide a workplan of activities for the lifespan of the project, showing when each activity will begin and when it is expected to end. The applicant will be able to review and adjust the workplan prior to the finalization of the Grant Agreement, if selected. The activities listed in the workplan must reflect those stated in Section 3. |
| **5.3Audited Financial Statements****Please provide copies of the relevant Audited Financial Statements**The applicant should provide copy of audited financial statements for the last two years, including an audit report signed and dated by an external auditor. Audited financial statements for the last three years should be provided in the case of for-profit entities. If the documents are not in French, Spanish, English or Arabic, a certified English translation must also be attached. |
| **5.4 Procurement Guidelines****Please provide Procurement Guidelines** The applicant should provide procurement guidelines to be used for the procurement of goods, services and human resources, including consultants. |
| **5.5 Proof of Legal Status** **Please provide Proof of Legal Status has been uploaded**The applicant should provide evidence of the legal status of the organization, also showing its non-profit status, if relevant. If this document is not in French, Spanish, English or Arabic, a certified English translation must also be attached. |
| **5.6 Short description of recipient’s institutional Financial Management**In a few lines, describe: * How the applying organisation undertakes financial control to ensure, among others, that applicable laws are upheld; funds are used for the purpose for which they were intended; financial reporting is timely, accurate and transparent; and sufficient separation of duties exist
* The organization's internal and external audit arrangements
* Whether the organization’s accounts comply with International Financial Reporting Standards or with any other internationally-recognised standard (please specify)
 |
| **1 -** | **2 -** | **3 -** | **4 -** | **5 -** | **6 -Review** |
| This section will be completed by the FFR reviewer |

**Annex III. Results-based Logical Framework – FFR**

|  | **Objectives-hierarchy** | **Objectively verifiable indicators** | **Means of verification** | **Assumptions** |
| --- | --- | --- | --- | --- |
| **Goal** | What is the goal to which the intervention will contribute? | What are the key indicators related to the goal?  | What are the sources of information for measuring progress against these indicators? |  |
| **Objectives** | What are the overall objectives to which the action will contribute? List the specific objectives of the grant application. | What are the key indicators related to the objectives? Which indicators clearly show that the objective of the action has been achieved? | What are the sources of information for measuring progress against these indicators? | Which factors and conditions outside the recipient’s responsibility might affect the achievement of the objectives? (external conditions) Which risks should be taken into consideration? |
| **Outputs** | What are the outputs and outcomes necessary to achieve the objectives? | What are the indicators to measure whether and to what extent the action achieves the expected results? | What are the sources of information for measuring progress against these indicators? | What external conditions must be met to obtain the expected results on schedule? |
| **Key Activities by Component** | What are the key activities to be carried out in order to produce the expected results? (group the activities by component) | What are the indicators to measure the key activities undertaken? | What are the sources of information for measuring progress against these indicators? | Which pre-conditions must be met before the action starts? |

**Annex IV. Project Budget**

|  |
| --- |
| **Budget by Category and Source of Funds**Provide a budget table by category of expenditure and source of funds. Stick to the budget categories indicated below. However, additional sub-categories may be added as deemed appropriate.**Project Name** |
| **Budget by Category of Expenditure and Source of Funds**  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Budget Category\*** | **Please complete irrespective of source of funds**   | **FFR (€)**  | **Institutional Counterpart** ***(please refer to "Counterpart Financing" for details)*** |
|  **Cash (€)** | **In kind (valued in €)** |
| Recipient’s Direct Costs |  |   |   |   |
| Sub-recipient(s) Direct Costs |  |  |  |  |
| Total |  |  |  |   |

**Project Name**

**Budget by Activity of Expenditure and Source of Funds**



**Annex V. Workplan**

|  |
| --- |
| **Project Name:**  |
|
| **Components and Activities** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **etc.**  |
| **Year 1** | **Year 2** |
| **Component 1: xxx** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Activity 1.1 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Activity 1.2 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| etc…. |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Component 2: xxx** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Activity 2.1 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Activity 2.2 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |   |
| etc…. |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Component 3: xxx** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Activity 3.1 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Activity 3.1 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| etc…. |   |  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| **Component 4: xxx** |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Activity 4.1 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Activity 4.2 xxxxxxxxx |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| etc…. |   |   |   |   |   |   |  |   |   |   |   |   |   |  |   |  |   |   |   |   |  |   |   |   |   |

**Annex VI. Glossary**

**Activities**

The specific tasks to be carried out during the project’s life in order to obtain outputs.

**Assumptions**

External factors that could affect the progress or success of the project, but over which the project manager has no direct control.

**Baseline indicators**

These are the value of a performance indicator before the implementation of projects or activities, while a target is the specific, planned level of result to be achieved within an explicit timeframe.

Baseline indicators should come from officially recognized sources of information such as the national remittance surveys, or other organizations’ database based on past pilot projects. Targets need to be established and agreed against these baseline indicators. The classification of baseline indicators according age; gender; rural vs. urban; financially literate vs. illiterate can help highlight significant disparities and the setting of targets that aim to close the gaps.

**Budget plan**

Projected project expenses presented on a yearly basis.

**Commitment**

A formal decision taken by funders and other contributors, who agree to provide resources to a project.

**Component**

A group of activities that, together, concur to the achievement of a project outcome.

**Evaluation**

An assessment of the relevance, performance, efficiency, effectiveness, sustainability and impact of a project against stated objectives. It is carried out as an independent, objective examination, with a view to drawing lessons from project implementation that may be applied more widely.

**Grant Agreement**

A legally binding document co-signed by the recipient organization and IFAD. It includes a description of the particular project to be funded. A template of IFAD’s Small Grant Agreement is found in Annex VII.

**Indicator**

A quantitative or qualitative variable that provides a simple and reliable means to monitor performance and measure achievements against project objectives, outcomes and outputs. Indicators should be Specific, Measurable, Achievable, Relevant, Time bound (SMART).

**Logical Framework**

A matrix used in the methodology to present a project’s objectives, outcomes and outputs, as well as assumptions, indicators and sources of verification.

**Means**

Inputs required to do the work (e.g. personnel, equipment, materials).

**Monitoring**

The systematic and continuous collection, analysis and use of information to support project management, performance improvement and decision-making.

**Outcome**

The wider objective to which projects are designed to contribute. It is focused on the equal priorities and themes.

**Outputs**

Outputs are what the project will have achieved by its completion date. They are produced by carrying out a series of activities.

**Partnership**

Two or more organizations that have signed on as partners in the implementation of the project.

**Philanthropic organization**

Non-profit, non-governmental organizations that conduct humanitarian, social or cultural activities and may provide humanitarian or charitable assistance.

**Sustainability**

Sustainability is the ability to keep generating benefits after external support has ended. While a project is time bound, benefits should continue and related activities should be developed long after the project has ended, without the need for external inputs. This is a key requirement of a sustainable project.

**Transnational**

 Extends or operates across national boundaries.

**Workplan**

A graphic representation, similar to a bar chart, setting out the timing, sequence and duration of project activities.

**Annex VII. FMAQ**

**Please read it carefully and confirm that your organization complies with the requirements set below.**

[ ]  YES [ ]  NO

**The FMAQ will be requested only to the awarded implementing agency.**

Financial Management CAPACITY Assessment Questionnaire – GRANTS (fmaq)

|  |  |
| --- | --- |
| Project #, Name \_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |
| **Recipient \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****Implementing Entity[[12]](#footnote-12) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |  |
| **Self-assessment completed by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Date :** |
| **Review completed by** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | **Date :** |

|  |
| --- |
| **GUIDANCE: NOTES**The FMAQ provides an indicative list of issues and questions to be considered in the financial management assessment. It is clearly difficult for a single questionnaire to adequately cover the diversity of IFAD’s operating environment and projects. The FMAQ should be customized to better address specific project circumstances by adapting the questions (adding, deleting, or modifying) to better suit the assessment objectives.If there is more than one implementing agency[[13]](#footnote-13), an FMAQ should be completed for each entity that will receive and disburse project funds. |

 **Implementing Entity:**

| **Topic** | **Response** | **Remarks** |
| --- | --- | --- |
| **1.** | **Organization and Staffing** |  |  |
|  | **Recipient / Implementing Entity Profile** |
| 1.1 | What is the entity’s legal status and relevant national legislation under which they are registered? |  |  |
| 1.2 | What is the ownership and governance structure[[14]](#footnote-14)?Is there a clear distinction between ownership, management and governing bodies? |  |  |
| 1.3 | Will financial management of the project be the responsibility of a the grant Recipient? Or will this be undertaken wholly / partially by Sub-grantee(s) / other agencies? If by sub-grantees, indicate nature of contractual relationship between Recipient and sub-grantee. |  |  |
| 1.4 | Has the Recipient entity/(ies) implemented a donor financed project in the past - if so, please provide details[[15]](#footnote-15)?Is the Recipient currently implementing donor financed projects? If so, please give details[[16]](#footnote-16). |  |  |
| 1.5 | What is the total size of Recipient (most recent date available[[17]](#footnote-17)):* Total assets
* Total revenue
* Net profit / loss
* Total full time employees
 |  |  |
|  | **Staffing** |  |  |
| 1.6 | What is the (proposed) organizational structure of the accounting department? Attach an organization chart.  |  |  |
| 1.7 | Identify the (proposed) accounts staff, including job title, responsibilities, educational background and professional experience. Attach job descriptions and CVs of key accounting staff. |  |  |
| 1.8 | Are written position descriptions that clearly define duties, responsibilities, lines of supervision, and limits of authority for all of the officers, managers, and staff? |  |  |
| 1.9 | Is the finance and accounts staff adequately qualified and experienced? |  |  |
| 1.10 | Are the project accounts and finance staff trained in IFAD and donor EC procedures? |  |  |
| 1.11 | Are any Finance Staff appointed on contract What is the duration of the contracts Indicate key positions not contracted yet, and the estimated date of appointment |  |  |
| 1.12 | Is there evidence that finance staff are regularly transferred to other departmentsAt what frequency are personnel transferred/turned over? |  |  |
| 1.13 | Is the project finance and accounting function staffed adequately to handle proposed project transactions? |  |  |

| Topic | **Response** | **Remarks** |
| --- | --- | --- |
| **2.**  | **Budgeting** |  |  |
| 2.1 | Who is responsible for preparation and approval of project budgets? |  |  |
| 2.2 | Are project budgets prepared for all significant project activities in sufficient detail to provide a meaningful tool with which to monitor subsequent performance? |  |  |
| 2.3 | Are procedures in place to plan project activities, collect information from the units in charge of the different components, and prepare the budgets? |  |  |
| **3** | **Funds Flow/Disbursement Arrangements** |  |  |
| 3.1 | Does the Entity have previous experience of using revolving funds and donor funding Withdrawal / Statements of Expenditure (SOE) procedures? |  |  |
| 3.2 | Does the Entity have experience in the management of disbursements from IFAD or other donors?Have there been the major problems in the past in receipt of funds by the entity? |  |  |
| 3.3 | Does the entity have/need to develop capacity to manage foreign exchange risks? |  |  |
| 3.4 | Are the beneficiaries required to contribute to project costs?Is the Recipient / entity contributing with its own funds? If counterpart funds are to be contributed in kind (in the form of labour), are proper guidelines formulated to record and value this contribution?  |  |  |
| 3.5 | Is part of the project implemented by communities or NGOs?Does the entity have the necessary reporting and monitoring features built into its systems to track the use of project proceeds by such agencies? |  |  |
| 3.6  | Will the project require funds to be transferred to other locations / countries for incurring eligible expenditures? If so, indicate to whom and where? Describe (proposed) project funds flow arrangements; (attach flow chart and explanation of the flow of funds from IFAD, the entity and other financiers for the proposed project). |  |  |
| 3.7 | In which bank will the Advance Account be opened? |  |  |
| 3.8 | Are the (proposed) arrangements to transfer the proceeds of the financing from IFAD to the Recipient / Entity satisfactory? |  |  |
| **4.** | **Internal Controls** |  |  |
| 4.1 | Segregation of duties - are the following functional responsibilities performed by different units or persons: (i) authorization to execute a transaction; (ii) recording of the transaction; and (iii) custody of assets involved in the transaction? |  |  |
| 4.2 | Are the functions of ordering, receiving, accounting for, and paying for goods and services appropriately segregated? |  |  |
| 4.3 | Are bank reconciliations prepared by someone other than those who make or approve payments? |  |  |
| **5.** | **Accounting Systems, Policies and Procedures** |  |  |
| 5.1 | Does the entity have an automated accounting system that allows for the proper recording of project financial transactions, including the allocation of expenditures in accordance with the respective components, disbursement categories, and sources of funds? Will the project use the entity accounting system? |  |  |
| 5.2 | Are controls in place concerning the preparation and approval of transactions, ensuring that all transactions are correctly made and adequately explained? |  |  |
| 5.3 | Is the chart of accounts adequate to properly account for and report on project activities and disbursement categories?Can complete transaction lists be easily generated from the general ledger when requested by IFAD? |  |  |
| 5.4 | Can cost allocations to the various funding sources be made accurately? |  |  |
| 5.5 | Are the General Ledger and subsidiary ledgers reconciled and in balance? |  |  |
| 5.6 | Are all accounting and supporting documents retained on a permanent basis in a defined system that allows authorized users easy access?  |  |  |
| 5.7 | What is the basis of accounting (e.g., cash, accrual)? |  |  |
| 5.8 | What accounting standards are followed? |  |  |
| 5.9 | Does the project have an adequate policies and procedures manual to guide activities and ensure staff accountability? |  |  |
| 5.10 | Is there a written policies and procedures manual covering all routine project financial management activities?Are manuals distributed to appropriate personnel?Do procedures exist to ensure that only authorized persons can alter or establish a new accounting principle, policy or procedure to be used by the entity? |  |  |
| 5.11 | When expenditures will be incurred by other implementing entities / partners / sub-grantees, explain how these will be recorded in the accounting system. |  |  |
|  | **Payments** |  |  |
| 5.12 | Are all invoices stamped PAID, dated, reviewed and approved, and clearly marked for account code assignment?Are payments authorized only after verification of invoices against contracts and documentary evidence of delivery of contracted goods, works, services? If expenditures are incurred by other implementing entities / partners / sub-grantees, indicate where accounting evidence for expenditures are / will be retained. |  |  |
|  | **Cash and Bank** |  |  |
| 5.13 | Does the organization maintain an adequate, up-to-date cashbook, recording receipts and payments? |  |  |
| 5.14 | Are bank and cash reconciled on a monthly basis? |  |  |
| 5.15 | Indicate names and positions of authorized signatories of project bank accounts. |  |  |
|  | **Safeguard over Assets** |  |  |
| 5.16 | Is there a Fixed Asset accounting system, with a Fixed Asset Register, fully implemented - as part of an integrated accounting system Is the system maintained up to date ? |  |  |
| 5.17 | Are there periodic physical reconciliation of fixed assets and stocks? |  |  |
|  | **Other** |  |  |
| 5.18 | Has the project advised employees, beneficiaries and other recipients to whom to report if they suspect fraud, waste or misuse of project resources or property? |  |  |
| 5.19 | Do policies and procedures clearly define conflict of interest and related party transactions (real and apparent) and provide safeguards to protect the organization from them? |  |  |
| 5.20 | Do controls exist for the preparation of the project payroll and are changes to the payroll properly authorized |  |  |
| **6.** | **Reporting and Monitoring** |  |  |
| 6.1 | Does the reporting system need to be adapted to report on the expenditures per project components? |  |  |
| 6.2 | Does the project have established financial management reporting responsibilities that specify what reports are to be prepared, what they are to contain, and the frequency of production.? |  |  |
| 6.3 | What is the frequency of preparation of financial statements? Are the reports prepared in a timely fashion so as to useful to management for decision making? |  |  |
| 6.4 | Do the financial reports compare actual expenditures with budgeted and programmed allocations? |  |  |
| 6.5 | Are financial reports prepared directly by the automated accounting system or are they prepared by spreadsheets or some other means? |  |  |
| 6.6 | (In case of need of consolidated financial statements) Is the accounting system sufficiently equipped to ensure proper consolidation of entities’ financial data? |  |  |
|  | **Information Systems** |  |  |
| 6.7 | Is the financial management system computerized? |  |  |
| 6.8 | Can the system produce the necessary project financial reports? |  |  |
| 6.9 | Is the staff adequately trained to maintain the system? |  |  |
| 6.10 | Are adequate systems in place to “back up” financial records? Indicate the frequency at which such backups are made. |  |  |
| **7.** | **Internal Audit** |  |  |
| 7.1 | Are the Recipient’s operations subject to internal audit? Is there an internal audit department in the Entity? |  |  |
| 7.2 | What are the qualifications and experience of internal audit department staff?  |  |  |
| 7.3 | To whom does the internal auditor report? |  |  |
| 7.4 | Will the internal audit department include the project in its work program? |  |  |
| 7.5 | How frequently does the internal auditor issue a report?Are follow up actions taken on the internal audit findings? |  |  |
| **8.** | **External Audit** |  |  |
| 8.1 | Indicate the name of the external auditor of the entity for the last 2 years and the current year.  |  |  |
| 8.2 | Are there any delays in completing audit of the entity? When are the audit reports expected to be issued? |  |  |
| 8.3 | Is the audit of the entity conducted according to the International Standards on Auditing? |  |  |
| 8.4 | Were there any major accountability issues brought out in the audit report of the past three years?Were there any issues noted in prior audit reports related to the operation of project revolving accounts or use of SOE procedures for donor financed projects? |  |  |
| 8.5 | Will the entity auditor audit the project accounts or will another auditor be appointed to audit the project financial statements? |  |  |
| 8.6 | Has the project prepared acceptable terms of reference for an annual project audit? If yes, please submit a copy. |  |  |

**Supporting Documents**

**GUIDANCE**: The supporting documents may include the following items.

* Financial regulations, standards or pronouncements used by the project/entity.
* Evidence of consideration of the work of the Internal Auditor (if applicable)
* Chart of Accounts.
* Project or entity Financial Management Manual.(Index page)
* External Audit terms of reference.
* Terms of reference and curriculum vitae for key financial and accounting personnel.
* Copy of most recent audit report and audited financial statements
1. The term “staff” includes board members, staff and consultants of the Prospective Recipient. [↑](#footnote-ref-1)
2. The term “immediate family member” refers to spouses/domestic partners, children and other relatives living in the same household as the person working for the Prospective Recipient. [↑](#footnote-ref-2)
3. If **Yes**, please provide name and title/role of the person having a financial interest and describe the type of financial interest involved. If the financial interest relates to a role held in an organization, please provide the name of the organization, the role held at the organization (e.g., employee, consultant, Board member) and the dates during which the role was held. If the financial interest relates to an ownership interest, please specify the nature and amount of the interest owned, the duration for which the interest has been held and any other relevant information. [↑](#footnote-ref-3)
4. If **Yes**, please provide the name and title/role of the person having received assistance; and the name, position and Division/Department of the IFAD employee having provided assistance. Please also specify the type/nature of assistance provided and the dates/occasions at which assistance was provided. This type of assistance includes, for example, potentially unfair support in competitive selection processes. [↑](#footnote-ref-4)
5. If **Yes**, please provide name and title/role of the person working for [Prospective Recipient] ; and the name, position and Division/Department of the family member working for or at IFAD. Please also specify the nature of the familial relationship (e.g., spouse, domestic partner, parent, sibling, niece, nephew, father, mother, brother, sister-in-law). [↑](#footnote-ref-5)
6. The term “sanction” refers to both criminal punishment as well as administrative sanctions, including sanctions such as conditional non-debarment or letters of reprimand. [↑](#footnote-ref-6)
7. The term “related wrongdoing” includes obstructive practices, such as witness intimidation or evidence tampering, and other sanctionable practices, such as theft or embezzlement, as may be applicable. [↑](#footnote-ref-7)
8. The term “national or international entity” is to be understood broadly and includes national procurement agencies, offices of suspension and debarment, international organizations and international financial institutions. [↑](#footnote-ref-8)
9. If **Yes**, please provide the name and, if applicable, the title/role of the investigated subject, the name of the investigating authority, the time/duration of the investigation, the allegations involved, the type of sanction (e.g., debarment, conditional non-debarment, restitution, letter of reprimand), the basis for the sanction (e.g., bid-rigging, submission of false documents, kick-backs paid during the procurement process) and the date of issuance of the sanctioning decision. [↑](#footnote-ref-9)
10. The term “benefit” is to be understood broadly and includes the gaining of any type of advantage, financial or non-financial. A non-financial advantage may include receiving potentially helpful information or designing the project in a way that only a specific entity associated with the Recipient is capable of performing it. [↑](#footnote-ref-10)
11. If **Yes**, please provide name and the title/role of the person benefitting or appearing to benefit. Please also specify how the person benefits or appears to benefit. If the person benefits or appears to benefit from an association with an enterprise or organization engaging in business with IFAD, please further provide the name of the enterprise or organization and specify what type of engagement the enterprise or organization has with IFAD [↑](#footnote-ref-11)
12. If the Recipient is different from other agencies who will implement activities and handle funds, please state names and locations of these agencies here if their financial management capacities were assessed. [↑](#footnote-ref-12)
13. As above. [↑](#footnote-ref-13)
14. e.g. oversight authorities, audit committee, regulators, governing board, executive body [↑](#footnote-ref-14)
15. Donor name, project name, amount, start date and actual completion date. [↑](#footnote-ref-15)
16. Donor name, project name, amount, start date and expected completion date. [↑](#footnote-ref-16)
17. Attach audited financial statements for preceding 2 years. [↑](#footnote-ref-17)