# Project Description: Additional Information

Building upon the Concept Note, this document provides additional information about the following topics: the expected Scope of Work including a tentative list of potential countries, the expected Deliverables, the procedures about the competitive selection process and the basis on which the award will be made.

## Introduction

In the global efforts towards Agenda 2030 and achieving the 17 Sustainable Development Goals, the development community with Governments agreed on 230 indicators to actualize the goals. The opportunities and challenges for the global community are immense, and IFAD is strategically positioned given its specialized mandate to promote rural transformation through small scale agriculture. IFAD's contribution to the 2030 Agenda and the SDGs will be shaped during the Eleventh Replenishment of IFAD's Resources (IFAD11) (for more information please visit: [Report to IFAD-11 replenishment)](https://webapps.ifad.org/members/repl/11/04/docs/IFAD11-4-R-2-Rev-1.pdf). In the last consultations for IFAD11, held between Feb 2017 and 2018, IFAD's Member States came together to review IFAD's performance, to replenish IFAD's resources and to agree on a set of new priorities for the IFAD11 period from 2019 to 2021. The first key message of IFAD11 consultations is that 'business as usual' is not sufficient to achieve the SDGs related to the rural sector. In this regard, the consultations agreed on an ambitious work programme and have established concrete commitments to ensure excellence in IFAD operations, transparency, accountability and achievement of results. The consultations have reflected thoroughly on IFAD's current approaches and have concluded that IFAD and its borrowing countries can enhance its capacity to deliver. To meet the challenges, and the commitments, IFAD should deliver bigger, better and smarter.

Without adequate in country result orientated capacities and systems in place, achieving excellency in development results is challenging. Moreover, client result-based management systems are often not appropriately addressed in country partnership frameworks. M&E is usually included, but often tackled as a procedural and technical issue, focused on raising capacities to produce M&E information, notionally related to measuring results and accountability, and with no coherent effort to link evidence to decision making processes. There is usually little emphasis on the capacities and systems needed to collect, understand and use data, to systematically link evidence to decision making, and even less to effectively incorporate evidence in public decisions. To tackle these global challenges, IFAD is embarking on a number of initiatives. The improvements to the self-evaluation architecture will be undertaken within the overall umbrella of IFAD’s Development Effectiveness Framework (DEF) (for more information please consult: [DEF](https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-12.pdf)), which aims to address the multiplicity of challenges encountered over the years in a holistic and systematic manner.

This grant is complementary to IFAD's ongoing PRIME ( for more information please visit: [PRIME-phase I](https://webapps.ifad.org/members/lapse-of-time/docs/english/EB-2016-LOT-G-1.pdf) and [PRIME phase II](https://webapps.ifad.org/members/lapse-of-time/docs/english/EB-2019-LOT-G-3.pdf)) initiative through the Centers for Learning on Evaluation and Results (CLEAR) on systematically training M&E project staff under a rural development focused certification framework. Similar to PRIME, this grants proposes to build up capacities by human resources development, targeting project directors and increase their capacity in results-based management.

In addition, this grant is also complementary to IFAD´s AVANTI initiative implemented by HELVETAS. (please consult for more information: [AVANTI – initiative](https://webapps.ifad.org/members/lapse-of-time/docs/english/EB-2017-LOT-G-7.pdf)). This three-year initiative will provide assessment of in-country and institutional results-based management systems in the rural sector in 17 countries across all regions. The institutional diagnostics will allow IFAD government counterparts to implement targeted improvement to their systems allowing them to better manage for results in the rural sector.

Last but not least, this grant is also complementary to the DELIVER initiative (for more information please visit: [DELIVER – initiative](https://webapps.ifad.org/members/eb/124/docs/EB-2018-124-R-28.pdf)). DELIVER improves results' achievement and performance of IFAD projects in five countries by setting clear priorities, improving institutional capacities and improving the results delivery chain. This will be conveyed with a tailored support establishing delivery units in ministries of agriculture. The proposed grant is focused on providing intensive in-country support over a period of 2 years in each country.

A similar approach is being developed to enhance capacity on financial management and project procurement through two additional new grants.

## Scope of Work

**This grant, named “RESOLVE” will build on the results based management (RBM) approach to project management capacity building,** consistent with in United Nations principles of results based management and embodied in the IFAD Development Effectiveness Framework (DEF). RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.[[1]](#footnote-1) **This grant will adapt RBM to the specific projects’ and countries’ needs**, particularly related to issues or gaps in (i) project implementation readiness, (ii) stakeholder engagement, (iii) planning & budgeting, (iv) implementation and delivery across the results chain, (v) management of operational risks, (vi) use of evidence for informed decision-making and (vii) increase of sustainability of benefits. The key objective of this approach and contextual adaptation is to improve IFAD project performance by strengthening the implementation capacities of Project Management Unit’s (PMUs) managing IFAD financed projects

The direct target group will include PMU-project management unit staff and in particular project directors. Beneficiaries will be the indirect target group as they gain from increased impact resulting from more knowledgeable, engaged, responsive and efficient PMU leadership.

For more information about the United Nations RBM methodology please visit : <https://unsdg.un.org/resources/unsdg-results-based-management-handbook>. This source of information should be used by the applicant as an orientation rather than a strict guidance to follow. The proposal should reflect the flexibility of RBM to adapt to different contexts.

**Components of grant:**

**Deliverable Nr. 1:** Developing curricula covering the basics in RBM focusing on enhancing management skills of PMUs and including principles of RBM across all stages of the project cycle. In the project proposal please specify the proposed course structure, including modules and timelines.

**Deliverable Nr. 2**: Training delivered to a cohort of 75 IFAD Project Directors and Heads of PMUs, including both face-to-face and long-distance learning elements for follow-up. All related travel and allowance costs for participants must be covered under the grant’s budget. Please specify in the project proposal if trainings are rolled-out centralized or decentralized within a regional approach.

**Deliverable Nr. 3**: The development of a follow-up support plan for countries with more highly concentrated or critical issues in project management. Please provide the proposed mechanism of offering follow-up support by specifying the structure, selectivity criteria and channel by which support will be provided (i.e. through workshops, in person visits, or remote assistance, and participating countries / attendees). Manuals for coaching and on-job-training will be developed to allow applicability to other countries and contexts.

**Deliverable Nr. 4:** The establishment of a core team responsible for the overall implementation of the grant, focusing strongly on project and knowledge management, M&E and Communications.

This grant is going to be implemented in close collaboration between the awarded applicant and IFAD's staff in headquarter and with staff in countries where IFAD has presence..

IFAD's Operational Policies and Results division, together with respective regional departments will still determine the final list of countries in which action is going to be implemented; this list is subject to be confirmed by IFAD management. Target countries are those that have demonstrated recurrent issues of poor IFAD project performance or those with larger gaps of knowledge management or adaptive implementation – countries with problem projects will be priority. Countries who have benefited from DELIVER should be excluded; countries with AVANTI capacity scans should be prioritized.

IFAD reserves the right to split the grant and distributes it among different applicants according to their capacity to implement the grant in different regions.

The applicant can be a non-profit organization, university, vocational training providers, private sector company or research institutes.

IFAD encourages the applicant to present the proposal in consortia and/or partnerships with other entities, including linkages to local partner organisations.

## Financial and Budget Requirements

A mechanism of co-financing according to IFAD's grant policy applies for this grant. Please present in the full design the proposed level of co-financing. The level of co-financing will be taken into consideration as a criteria for the evaluation of received proposals. There should be some co-financing cash and in-kind – please identify in the annexed budget the share of cash and in-kind co-financing. In case the grantee is a private-sector company a minimum of 20% of co-financing is mandatory.

Please present a completed budget description. Guidance on the budget can be found the Activity-based Budget document and the Guidance Note on eligible expenditures. Of particular importance within in this document is the cap of 20% of total grant amount to be spent on project management costs and cap of 8% of direct costs to be used for indirect costs.

## Competitive Selection Process

When the sponsoring unit or staff formulates a detailed Project Concept Note for a grant-funded operation, based on the corporate and division's thematic or sectorial priorities and objectives, an efficient competitive process for the selection of the recipient implies the launch of an invitation to bid.

The invitation to bid refers to a formal IFAD announcement that encourages interested parties to bid as a potential recipient of a grant, on the basis of an already elaborated and detailed Project Concept Note. Submissions will compete directly with each other for IFAD funding, it is expected that at least 3 offers are obtained for a competitive review and selection.

Only bids received within the stipulated submission time period can be accepted; revisions to submitted bids are not accepted, unless these are for minor corrections that do not affect the substance of the proposal, as determined by the grant sponsor.

The Deadline for submitting the proposal is: **1 March 2020 (12:00 Rome time)**

Please send your confirmation of participation and final bids to the following email address: [resolve@ifad.org](mailto:resolve@ifad.org).

**Evaluation of received proposals**

The Competitive Screening Evaluation Team examines all bids against the following criteria:

1. Eligibility of proposer organization must be confirmed.
2. Relevance / Linkages of the proposal to IFAD's portfolio and strategic framework and relevance to target groups and their needs.
3. Technical content and consistency with Project Concept Note and IFAD’s grant policy.
4. Value for money which does not necessarily mean going for the cheapest option, but making sure that IFAD gets the desired technical quality at the best price. This requires a judgment on whether the expected development benefits justify the costs. This implies that adequate metrics for measuring both are embedded in the bids.
5. Implementation capacity of the bidder (and of any associated implementation partner) to carry out the proposed activities and to account for funds should be demonstrated in the bidding documents.
6. Sustainability / Scaling-up of the proposal after project completion.

Evaluators review the submitted Design Document against the set evaluation criteria, and provide rating and comments to justify the ratings. Reviewers should also evaluate the selection process against the key principles mentioned in the Invitation to Bid.

The grant sponsor may not discuss the substance of the proposals with the bidders as long as the award has not been decided and internally approved; however, sponsors will be available to provide information/clarification on the process.

Kindly note that you can request clarifications during the four [4] weeks of the submission period only in written per indicated e-mails. Please send your enquiries to [resolve@ifad.org](mailto:resolve@ifad.org) up until **16 February 2020**. IFAD will not address requests for clarifications received after this deadline. Additionally, during this period, IFAD invites organizations to share expressions of interest by email prior to the submission of proposals to the address above. These expressions are not mandatory and prospective organizations will not be eliminated on the basis of not having participated. Expressions of interest are to be used for tracking purposes during the bidding period by IFAD.

**Inform the selected bidder**

Once the award has been approved by the sponsoring Director, the sponsor informs the successful bidder who is requested to confirm within 5 working days his/her acceptance.

At this stage, the bid is subject to a more detailed due diligence, including technical, financial, fiduciary and legal aspects which will be tabled and discussed during the Quality enhancement review. Some special legal covenants may also be identified at this stage. The sponsor will communicate these to the bidder and seek appropriate revisions in the Project Concept Note or Design Document.

Thereafter, negotiation with the bidder may be necessary; it may include suggested adjustments in the proposed activities, approach or expected results, as well as reduction or elimination of costs for specific budget items that are clearly unnecessary or unreasonable for the activities to be undertaken, especially when the review process supports such changes.

**Inform the other bidders**

Once the successful bidder has confirmed his/her acceptance of the grant award and the selected proposal and recipient has been cleared, the sponsor informs all the other partners whose bids have not been accepted of the outcome and provides feedback.

1. United Nations Development Group (2011) Results-based Management Handbook. [↑](#footnote-ref-1)