IFAD
Investing in rural people

Policy for Grant Financing: Implementing Procedures

Executive Board — 114th Session
Rome, 22-23 April 2015

For: Information

Contents

Annexes

Abbreviations and acronyms

CFS	Controller's and Financial Services Division
GRIPS	Grants and Investment Projects System
LEG	Office of the General Counsel
MTP	Medium-term Plan
OSC	Operational Strategy and Policy Guidance Committee
PCN	project concept note
QA	quality assurance
QAG	Quality Assurance Group
QE	quality enhancement
QUASAR	Quality Assurance Archiving System (QUASAR)
RIDE	Report on IFAD's Development Effectiveness

Policy for Grant Financing: Implementing Procedures

Explanatory note

The Executive Board is being invited to approve the Policy for Grant Financing at its 114th session. Management has decided to issue contemporaneously procedures for implementing the new policy. An advanced draft of such implementing procedures is set out in this document. The procedures will be finalized and issued by Management after approval by the Executive Board of the Policy for Grant Financing. The present document, Policy for Grant Financing: Implementing Procedures, is provided to the Executive Board to inform its deliberations on the Policy for Grant Financing.

I. Introduction

1. These implementing procedures aim at effectively operationalizing the new Policy for Grant Financing approved by the Executive Board in April 2015.

2. The implementing procedures provide IFAD managers and staff with a consistent, harmonized and transparent process applicable to all IFAD grants covered by the policy.[1] They also allow for agility and flexibility through:

    (i) Clearly defined "fast tracking" possibilities;
    (ii) Options for differentiated support documentation; and
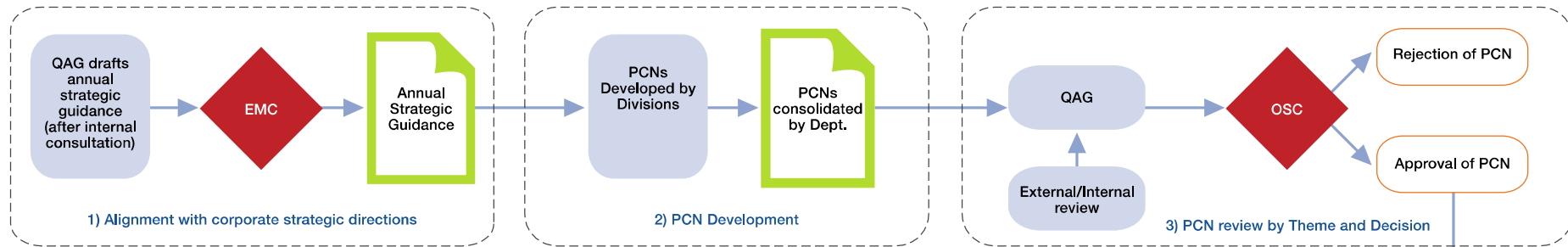   (iii) Streamlined and lighter quality review for small grants.

    An overview of procedures by grant type outlining the streamlined processes and main clearance milestones is presented in annex I.

3. The implementing procedures are built around a unique grant management flow chart (figure 1). This will facilitate the use of the existing electronic management platforms for grants (the Grants and Investment Projects System [GRIPS] and Quality Assurance Archiving System [QUASAR]), which will improve reliability, transparency, and record-keeping as well as reduce substantially the paper flow and transaction costs.

4. The structure of the implementing procedures is set out in figure 1, which outlines each step of the process, clearly assigns responsibilities, indicates – where relevant – timing or duration for each step and provides a link to a comprehensive set of reference documents, templates and other support documentation. The implementing procedures entail three separate stages as follows:

    (i) Strategic guidance to project concept note approval;
    (ii) Full project design to quality review;
    (iii) Clearance by the Quality Assurance Review Committee to approval, start-up and implementation.

5. The implementing procedures will be updated as and when necessary, as a living document. The tables outline the main steps within the three stages of the project cycle of a grant. The reference documentation is organized into sets of guidelines, templates and models which are accessible to staff on xdesk. These are presented in the tables in detail and in a consolidated list in annex III.

6. A summary of responsibilities throughout the grant process is provided in annex II.
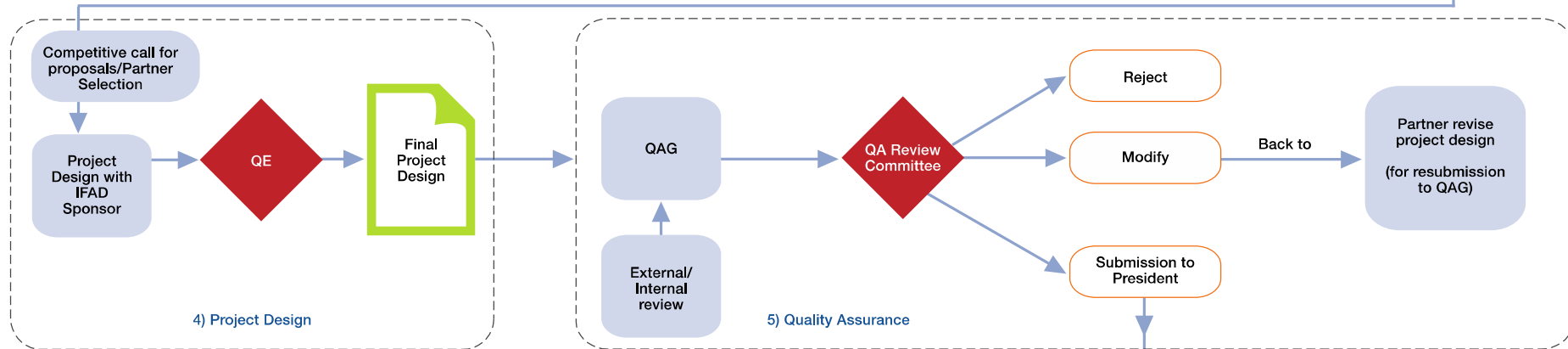
---

[1] See paragraph 9 of Policy on Grant Financing 2015 for the definition of grants covered by these procedures.

Figure 1: IFAD Grants: Inception, design, review and approval process

Stage 1: Strategic guidance to Project Concept Note (PCN) approval

QAG drafts annual strategic guidance (after internal consultation) → EMC → Annual Strategic Guidance

1) Alignment with corporate strategic directions

PCNs Developed by Divisions → PCNs consolidated by Dept.

2) PCN Development

QAG ← External/Internal review → OSC → Rejection of PCN / Approval of PCN

3) PCN review by Theme and Decision

Stage 2: Project full design to Quality reviews

Competitive call for proposals/Partner Selection → Project Design with IFAD Sponsor → QE → Final Project Design

4) Project Design

QAG ← External/Internal review → QA Review Committee → Reject / Modify → Back to → Partner revise project design (for resubmission to QAG) / Submission to President

5) Quality Assurance

Stage 3: Clearance by the QA Review Committee to Approval, Start-up and Implementation

President's Clearance Large Grants → Reject / President's Report → EB Approval → Reject / Grant Agreement

President's Approval Small Grants → Reject

6) Approval

Grant Agreement

7) Grant Agreement

Inception: First disbursement and Start-up → Supervision: Monitoring & Reporting

8) Implementation

Completion, Suspension, Closing

9) Completion, Suspension, Closing

Stage I: Strategic guidance to project concept note approval

1. Alignment with corporate strategic directions			
1.1 Development of the grant section of the Medium-term Plan (MTP), to shape a robust and clear medium-term strategic outline for the use and management of grants.	Quality Assurance Group (QAG) consolidates input received from all concerned departments/divisions		Guideline 1: Preparing the grant section of the MTP Guideline 2: Strategic partners for IFAD grant financing
1.2 Approval of the MTP	Executive Management Committee (EMC)		Minutes of EMC meeting
1.3 Formulation of draft annual strategic guidance, based on the directions for grants in the Strategic Framework and the MTP and taking into account lessons from the annual portfolio review, the Annual Report on the Results and Impact of IFAD Operations (ARRI) and the Report on IFAD's Development Effectiveness (RIDE), and broad consultation with departments and divisions. Strategic directions will reflect the grant priorities for the MTP period, but will be updated/adjusted annually to redistribute the allocation or incorporate emerging priorities.	QAG, in consultation with all concerned departments or divisions	June-July (indicative)	Guideline 3: Preparing EMC annual strategic guidance note Model 1: Draft annual strategic guidance note for IFAD grants
1.4 Decision on annual strategic guidance	EMC	End-July (indicative)	Minutes of EMC meeting
1.5 Issuance of a memorandum on annual strategic guidance for following year to all staff; timelines and deadlines are specified.	Chief of Staff	End-July (indicative)	Model 2: President's memorandum on annual strategic guidance

2.	Project concept note (PCN) development			
2.1	Formulation of PCN for all global and regional grants and for stand-alone country-specific grants, including for "red" and "yellow" countries, **based on the annual strategic guidance, and needs/demands of M**embers. Collaboration for joint submissions across departments and divisions is encouraged.	Sponsor in consultation with division director	Two months (estimate)	Template 1: Project concept note (PCN) applicable to all grants, but specifying varied degree of detail required for large or small grants. In particular, PCN will include an outline of project description and proposed competitive process. Guideline 4: Eligible expenditures and overheads under grant financing
2.2	For loan component country-specific grants, the rationale of the grant will be articulated within the investment project concept note and design, ensuring that the specific added value of the **grant**, its expected results and impact, and its knowledge benefits are properly reflected. If the need for grants linked to specific investments is identified after the loan approval, a PCN will be designed as submitted for a stand-alone country specific grant (see 2.1 and subsequent sections).	Sponsor in consultation with division director		Refer to template for investment project design (amended to properly reflect the added value of the grant to the investment project and the expected results)
3.	PCN review by theme and decision			
3.1	PCNs for global and regional grants and country-specific stand-alone grants are submitted to QAG by deadline, with a cover note by the sponsoring head of department highlighting the alignment with EMC strategic guidance, as well as the nature, scope and priorities of the grant and consolidated funding request.	Head of department	Mid-November (indicative)	Model 3: Submission of concept notes for grants (cover note)
3.2	For loan component country-specific grants, a consolidated list of grants to be allocated to "green" countries as part of investment projects will be submitted to QAG by the sponsoring head of department.	Head of department	Mid-November, updated list in May	Model 4: List of countries and allocation proposed for country-specific grants within planned investment projects

3.3	Detailed review of PCN for global and regional grants and stand-alone country-specific grants leading to the formulation of a substantive note by QAG for submission to Operational Strategy and Policy Guidance Committee (OSC) members five working days prior to the meeting.	QAG	Two weeks (minimum)	Guideline 5: Mobilizing reviewers (internal and external) for grant concept note review, specifying differing modalities for small and large grants Template 2: Terms of reference for external reviewers of project concept note, specifying differing modalities for small and large grants Template 3: Implementation arrangements for IFAD strategic partners for grant financing, clarifying also possible special arrangements, including administrative and financial modalities for such partnership Template 4: QAG substantive note on PCN review, in the form of OSC Issues Paper Model 5: Guidance note - Screening of global/regional grant concept notes
3.4	Approval/rejection of PCNs and proposed partner selection process by OSC, and decision on the need for another such OSC meeting at a later stage, or on any other strategic issue.	OSC	December with possible second round by end March	President's Bulletin on OSC role and composition
3.5	Detailed minutes to be issued within five working days.	QAG	Five working days of OSC meeting	Template 5: Minutes of OSC meeting on grants
3.6	All approved PCN are entered into the appropriate IT platforms (GRIPS and QUASAR), for monitoring and paperless management flow.	Sponsor		Platforms up to date and PCN identified in the IT systems

Stage II: Full project design to quality review

Detailed steps	Who	Timing	Reference materials
4. Project design			
4.1 Selection of grant recipient, with due diligence clearance by the Office of the General Counsel (LEG) and the Controller's and Financial Services Division (CFS).	Sponsor		Guideline 6: Process for competitive selection of grant recipients: clarifying exceptions and the modalities for justifying non-competitive process Template 6: Due diligence on grant recipients Guideline 7: Due diligence and special modalities for grants to private sector
4.2 Conducting and finalizing the project design, including a logical framework.	Sponsor		Template 7: Large grant design document, (including basic requirements for knowledge management plan) Template 8: Small grant design document E-mail confirmation to QAG by CFS and LEG that legal and fiduciary compliance is fulfilled
4.3 Review of project design for quality enhancement (QE), with detailed minutes issued within five days.	Division director manages appropriate QE		Guideline 8: Quality enhancement review for grants, clarifying different modalities to be applied to small and large grants Template 9: Quality enhancement reviewer's note Minutes of the QE meeting
4.4 Project design document revised to reflect QE comments. Quality-enhanced project document transmitted to QAG.	Sponsor		Guideline 9: Required documentation for QA processing with clear indication of differentiated requirement for small and large grants

5.	Quality assurance			
5.1	Substantive review of the project document to check compliance with policy and QA standards, and preparation of QA Review Committee meeting.	QAG	Two weeks (minimum)	Guideline 10: Quality assurance review for grants, clarifying different modalities to be applied to small and large grants Template 10: Terms of reference for external reviewers of grants quality assurance, clarifying different modalities to be applied to small and large grants Template 11: Grant quality assurance assessment - External reviewer's note on form and structure Model 6: QAG synthesis note for QA review, clarifying different modalities to be applied to small and large grants
5.2	Assessment of the quality at entry of grants.	Independent reviewers		Guideline 11: Criteria for assessing the quality at entry of grants, clarifying different modalities to be applied to small and large grants
5.3	Decision on whether or not to clear the project document for processing towards final approval, with detailed minutes issued within five days.	QA Review Committee		President's Bulletin on role and composition of QA Review Committee Template 12: Minutes of the QA Review Committee meeting
5.4	Annual reporting to OMC on lessons learned from QA review process.	QAG		Annual synthesis report on QA reviews

Stage III: Clearance by the QA Review Committee to approval, start-up and implementation

6.	**Approval of projects**		
6.1 Small grants cleared by QA Review Committee are submitted to President for approval, with all relevant background documents and QAG **cover memo.**	QAG		Template 13(a): QAG cover memo for submission for President's approval with checklist of all required annexes Template 14: Information note on small grants approved
6.2 Large grants cleared by QA Review Committee are submitted for President's clearance to submit to the Executive Board, with all relevant background documents and QAG cover memo.	QAG		Template 13(b): QAG cover memo for submission for President's clearance with checklist of all required annexes Guideline 12: Executive Board approval process for large grants and private-sector grants Template 15: President's report to Executive Board on a proposed grant
7.	**Grant agreement drafted and signed**		
7.1 Grant agreement is formulated and cleared. Agreement includes an annual workplan (related to the logical framework) and a draft budget against which payments will be made.	LEG (for large grants) with clearance from sponsor and CFS. Grant sponsor (for small grants) with clearance from CFS.		Template 16: Large grant agreement Template 17: Small grant agreement Template 18: Annual workplan and budget E-mail confirmation by CFS of their final clearance
7.2 Grant agreement is signed, by the President (for large grants) and by the division director (for small grants).	President (for large grants) Division director (for small grants)		Signed agreement

7.3	Amendment to the grant agreement: any change in the project completion date, budget, grant closing date or project description must be agreed in advance by the grant recipient in writing. Request for amendments must be submitted by the grant recipient to the sponsor, who will seek authorization from the divisional director, CFS and LEG as required.	Sponsor in consultation with CFS and LEG in the case of amendment to project description.		Template 19: Request for amendment: (a) memo for budget reallocation; (b) memo for no-cost extension Template 20: Letter to approve amendment: (a) for budget reallocation; (b) for no-cost extension
8.	Implementation			
8.1	The grant recipient submits six-monthly progress report against the agreed workplan and logical framework. The grant sponsor is responsible for sharing the report with the project design team and knowledge management focal point, and for responding to the grant recipient on any issue raised or action required. The grant sponsor prepares the grant status report.	Sponsor		Template 21: Project progress report, including financial reporting, focusing on lessons, results and any major implementation issues Model 7: Sample of six-monthly project progress report Template 22: Grant status report
8.2	Where there are issues of particular concern, or particular interest – such as innovation/best practice, a supervision mission will be organized. A supervision report will be prepared in a timely manner.	Sponsor in agreement with division director		Guideline 13: Grant supervision guidance note Template 23: Grant supervision aide-memoire Model 8: Samples of supervision report
8.3	Reporting on performance and results of grant-funded projects. Each department will report annually on all grants through their portfolio reviews and/or through data and information available on GRIPS/QUASAR.	Sponsor		Model 9: Grant section in annual portfolio review (portfolio review guidelines)
8.4	Reporting on implementation of Policy for Grant Financing and on the performance of IFAD grants programme. Based on information from the portfolio reviews and the QA review process, an annex on grant performance for the RIDE is prepared annually.	Consolidated by QAG, with the support of all concerned departments		Template 24: Progress and performance in the implementation of the Policy for Grant Financing (annex to RIDE)

9.	Completion, suspension and closure			
9.1	Within six months of completion, the grant recipient will submit a final report on overall project implementation, results and impact, including a final statement of expenditure.	Sponsor		Template 25: Project completion report Model 10: Sample of completion report
9.2	The grant is closed once the final report has been submitted and cleared by the grant sponsor and CFS.	Sponsor together with CFS		
9.3	Suspension or termination of the project can be initiated by the grant sponsor or CFS.	LEG prepares letter, to be cleared by sponsor and CFS		Template 26: Memo to LEG on proposed suspension or termination Template 27: Letter of suspension or termination Guideline 14: Internal procedures to close an expired grant to a non-government recipient (CFS information circular)
10.	Successive phases			
10.1	For any project for which funding is requested for a follow-up phase, a review is required.	Sponsor		Template 28: Terms of reference for evaluators Template 29: Grant evaluation report template Model 11: Sample of a grant evaluation report
10.2	For any project for which funding is requested for a recipient having received more than five grants over the past three years, a review of the grant-funded work to date is required.	Sponsor		

Overview of grant procedures by type

Large grant (US$500,000 to US$3.5 million)								
Grant type	Qualifier	Competition	EMC	OSC	QE	QA	Agreement	Approval
Global/regional	Regular and/or private sector	Yes	No	Yes - PCN	Yes	Yes	Large grant	EB
	Strategic partner	No	Yes (1)	Yes - PCN	Yes	Yes	Large grant	EB
	Single source	No (2)	No	Yes - PCN	Yes	Yes	Large grant	EB
Country-specific	Stand-alone and/or private sector	Yes	No	Yes - listed	Yes	Yes	Large grant	EB
	In-loan	No	No	Yes – listed	Loan QE	Loan QA	Loan	EB
Contribution	Strategic partner	No	Yes	Yes - PCN	No	No	Contribution	EB
	Corporate priority	No	Yes	Yes - PCN	No	No	Contribution	EB
Small grant (Less than US$500,000)								
Grant type	Qualifier	Competition	EMC	OSC	QE	QA	Agreement	Approval
Global/regional	Regular	Yes	No	Yes	Yes(3)	Yes (4)	Small grant	President
	Private sector	Yes	No	Yes	Yes	Yes	Small grant	EB
	Strategic partner	No	Yes (1)	Yes - PCN	Yes	Yes (4)	Small grant	President
	Single source	No (2)	No	Yes - PCN	Yes	Yes	Small grant	President
	< US$100,000	No	No	Yes	Yes (3)	Yes (4)	Small grant	President
Country-specific	Stand alone	Yes	No	Yes - listed	Yes (3)	Yes (4)	Small grant	President
	Stand alone and private sector	Yes	No	Yes - listed	Yes	Yes	Small grant	EB
	In loan	No	No	Yes - listed	Loan QE	Loan QA	Loan	EB
Contribution	Strategic partner	No	Yes	Yes	No	No	Contribution	President
	Corporate priority	No	Yes	Yes	No	No	Contribution	President
Micro-grant	Maximum US$75,000 per department/year	No	Yes (5)	Yes - listed	No	No	Contribution	Dept. head

Notes:
(1) EMC approves list in MTP with annual confirmation.
(2) OSC decides if exempt from competition.
(3) Electronic QE review via email or QUASAR.
(4) QA review – electronic review via email or through QUASAR; second meeting will be waived if there are no outstanding issues.
(5) When approving the strategic guidance note, the EMC will decide whether to allow micro-grants in a given year and will confirm the allocation per department.

Responsibilities throughout the grant management process

Effective and efficient implementation of the Policy for Grant Financing implies a clear attribution of responsibilities to the different actors involved in the whole project management cycle for grant-funded operations. Responsibility and accountability for grants management can be mapped as follows:

1.   The prime responsibility for the relevance, effectiveness, efficiency and results of the grant-funded operation lies with two main actors – the grant sponsor and the grant recipient.

2.   The grant sponsor is responsible for developing the project concept note (PCN) for submission through their division director to their department head. The grant sponsor is responsible for organizing the process for the selection of grant recipients in consultation with the Controller's and Financial Services Division (CFS) and the Office of the General Counsel (LEG). The sponsor is responsible for managing full project design, organizing the quality enhancement (QE) review with the divisional director, making the revisions arising from QE and quality assurance (QA) reviews, and ensuring that all documentation is correctly and punctually submitted. The sponsor is responsible for ensuring effective management of the grant and is accountable for ensuring, with their division director, budget and time availability for adequate monitoring, reporting and knowledge management. Grant sponsors of global and regional grants should also ensure that relevant IFAD staff, including country programme managers, knowledge management officers, regional economists, grant focal points and others are informed of the grants' objectives and results.

3.   The grant recipient is responsible for effectively and efficiently managing the allocated grant resources and delivering the results set out in the approved grant document. The recipient reports regularly on implementation progress, undertakes all necessary steps to address emerging risks or challenges, informs the grant sponsor of any developments regularly and in a timely manner, contributes actively to the knowledge management agenda of the operation, and submits without delay the completion report. The recipient is fully accountable for respecting all IFAD fiduciary, legal and standard requirements.

4.   The responsibilities and accountability of the other important actors in the proposal, clearance and management of grant-funded operations are summarized below.

Sponsoring of grants

5.   The division director is responsible for coordinating and selecting PCNs within the division, ensuring alignment with divisional and departmental priorities, as well as with corporate strategic directions for grants. The division director is responsible for deciding on the required level of QE and for ensuring that the grant design is technically sound and complies with fiduciary/legal/standard requirements, reflects best practice and lessons learned, and is relevant and focused on IFAD's investment portfolio, current or future. The division director ensures that adequate resources are allocated for the management and monitoring of the grant. The division director assigns the function of divisional grant coordinator to a relevant staff member who will be responsible for overseeing the divisional grant portfolio and ensuring that grants are effectively managed, monitored and reported upon.

6.   The head of department is responsible for providing inputs to the annual strategic guidance. The head of department is responsible for submitting to the Operational Strategy and Policy Guidance Committee (OSC) a consolidated and prioritized list of concept notes prepared by the divisions, with a covering note explaining their rationale and the request for grant financing.

Quality reviews and clearance

7.   CFS is responsible for ensuring that fiduciary due diligence is applied in the selection of grant recipients as part of the QE process; providing grant sponsors and recipients with guidance and support on all fiduciary aspects of grant management; overseeing grant expenditure and audits; and overseeing timely closing of completed projects.

8.   LEG is responsible for ensuring the grant recipient's eligibility and legal standing as part of the QE process, for providing support in the preparation of the President's reports and draft agreements for large grants, and for ensuring conformity with the cleared grant proposal. LEG is also responsible for preparing letters of amendments regarding changes in the project description, as well as preparing suspension and termination letters.

9.   The Quality Assurance Review Committee[1] ensures that all grant-funded projects submitted to the President for approval or submission to the Executive Board are compliant with the grant policy, including all legal and fiduciary requirements and the EMC's annual strategic guidance; are technically strong; and will contribute to the achievement of IFAD's strategic objectives and those of the grant policy.

10.   The Quality Assurance Group (QAG) is responsible for facilitating the efficient and effective OSC review of PCNs and QA review of grant-funded project design. The QAG is responsible for reporting annually in the Report on IFAD's Development Effectiveness (RIDE) on the implementation of the grant policy and on lessons learned from quality reviews, as well as for consolidating with the concerned departments information on the grant programme for the RIDE, drawing on the divisional grant portfolio reviews, and relevant data in IFAD's IT systems.

Approving grants

11.   The Executive Management Committee is responsible for approving the Medium-term Plan (which will include a clear strategic outline on grants) and the annual strategic guidance for the grants portfolio, reflecting consultation with the departments.

12.   The OSC is responsible for selecting which grant PCNs are developed for full project design, and approving the modality for selecting the grant recipient.

13.   The President is responsible for approving small grants (as delegated by the Executive Board), and for clearing large grants for submission to the Executive Board as well as grants to the private sector.

14.   The Executive Board is responsible for strategic oversight of the grant programme, and for the approval of large grants and all grants to the private sector.

---

[1] As established in the President's memorandum dated 12 June 2014.

Consolidated list of guidelines, templates and models

Guidelines	Guideline 1: Preparing the grant section of the Medium-term Plan (MTP)	Stage I/1.1
	Guideline 2: Strategic partners for IFAD grant financing	Stage I/1.1
	Guideline 3: Preparing EMC annual strategic guidance note	Stage I/1.3
	Guideline 4: Eligible expenditures and overheads under grant financing	Stage I/2.1
	Guideline 5: Mobilizing reviewers (internal and external) for grant concept note review	Stage I/3.3
	Guideline 6: Process for competitive selection of grant recipients	Stage II/4.1
	Guideline 7: Due diligence and special modalities for grants to private sector	Stage II/4.1
	Guideline 8: Quality enhancement review for grants	Stage II/4.3
	Guideline 9: Required documentation for quality assurance (QA) processing	Stage II/4.4
	Guideline 10: QA review for grants	Stage II/5.1
	Guideline 11: Criteria for assessing the quality at entry of grants	Stage II/5.2
	Guideline 12: Executive Board approval process for large grants and private-sector grants	Stage III/6.2
	Guideline 13: Grant supervision guidance note	Stage III/8.2
	Guideline 14: Internal procedures to close an expired grant to a non-government recipient (CFS Information Circular)	Stage III/9.3
Templates	Template 1: Project concept note (PCN)	Stage I/2.1
	Template 2: Terms of reference for external reviewers of PCN	Stage I/3.2
	Template 3: Implementation arrangements for IFAD strategic partners for grant financing	Stage I/3.2
	Template 4: Quality Assurance Group (QAG) substantive note on PCN review, in the form of Operational Strategy and Policy Guidance Committee (OSC) Issues Paper	Stage I/3.2
	Template 5: Minutes of OSC meeting on grants	Stage I/3.5

	Template 6: Due diligence on grant recipients (checklist)	Stage II/4.1
	Template 7: Large grant design document, (including basic requirements for knowledge plan)	Stage II/4.2
	Template 8: Small grant design document	Stage II/4.2
	Template 9: Quality enhancement reviewer's note	Stage II/4.3
	Template 10: Terms of reference for external reviewer of grants QA	Stage II/5.1
	Template 11: Grant QA assessment - External reviewer's note	Stage II/5.1
	Template 12: Minutes of the QA Committee Review meeting	Stage II/5.3
	Template 13: QAG cover memo for submission for President's approval/clearance with checklist of required annexes	Stage II/6.1
	Template 14: Information note on small grants approved	Stage III/6.1
	Template 15: President's Report to Executive Board on a proposed grant	Stage III/6.2
	Template 16: Large grant agreement	Stage III/7.1
	Template 17: Small grant agreement	Stage III/7.1
	Template 18: Annual workplan and budget	Stage III/7.1
	Template 19: Request for amendment: (a) memo for budget reallocation; (b) memo for no-cost extension	Stage III/7.3
	Template 20: Letter to approve amendment: (a) for budget reallocation; (b) for no-cost extension	Stage III/7.3
	Template 21: Project progress report	Stage III/8.1
	Template 22: Grant status report	Stage III/8.1
	Template 23: Grant supervision aide-memoire	Stage III/8.2
	Template 24: Progress and performance in the implementation of the Policy on Grant Financing (annex to RIDE)	Stage III/8.4
	Template 25: Project completion report	Stage III/9.1
	Template 26: Memo to the Office of the General Counsel (LEG) on proposed suspension or termination	Stage III/9.3

	Template 27: Letter of suspension or termination	Stage III/9.3
	Template 28: Terms of reference for evaluators	Stage III/10.1
	Template 29: Grant evaluation report template	Stage III/10.2
Models	Model 1: Draft annual strategic guidance note for IFAD grants	Stage I/1.3
	Model 2: President's memorandum on annual strategic guidance	Stage I/1.5
	Model 3: Submission of concept notes for grants (cover note)	Stage I/3.1
	Model 4: List of countries and allocation proposed for country-specific grants within planned investment projects	Stage I/3.2
	Model 5: Guidance note - Screening of global/regional grant concept notes	Stage I/3.3
	Model 6: QAG synthesis note for QA review	Stage I/5.1
	Model 7: Sample of six-monthly progress report	Stage III/8.1
	Model 8: Samples of a supervision report	Stage III/8.2
	Model 9: Grant section in annual portfolio review (portfolio review guidelines)	Stage III/8.3
	Model 10: Sample of completion report	Stage III/9.1
	Model 11: Sample of a grant evaluation report	Stage III/10.2