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Investing in rural people

**President's report on a  
Proposed grant under the global grants  
window to Delivery Associates for the  
Results-based Management for Rural  
Transformation (RESOLVE) project**

**Note to Executive Board representatives**

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**For: Approval**

## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for the proposed grant as contained in paragraph 19.

### **I. Background and compliance with IFAD Policy for Grant Financing**

1. The focus on the results and impact of development aid has not always been a given. Successive international partnerships and declarations have called for placing an increased focus on results – and on accountability in reference to the taxpayers' money – at the forefront of development efforts. In the global efforts towards the Sustainable Development Agenda (Agenda 2030) and achievement of the 17 Sustainable Development Goals (SDGs), the development community and governments have agreed on 230 indicators for realization of these goals. The opportunities and challenges for the global community are immense; in this, IFAD is strategically positioned, given its specialized mandate to promote rural transformation through smallholder agriculture.
2. IFAD's contribution to the 2030 Agenda and the SDGs took shape during the Eleventh Replenishment of IFAD's Resources (IFAD11). In the consultations for IFAD11, held between February 2017 and 2018, IFAD's Member States came together to review its performance, replenish its resources and 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 if we want to meet 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, transparency, accountability and achievement of results in IFAD's operations. The consultations reflected comprehensively on IFAD's current approaches, and concluded that IFAD and its borrowing countries can enhance their delivery capacity. IFAD can deliver bigger, better and smarter on the commitments made.
3. Without adequate capacities in place for in-country results-based management (RBM) systems, achieving and tracking development outcomes is challenging. Recognizing this gap, most efforts to date – from both IFAD and other development partners – have focused on increasing the internal capacities of their own institutions, as well as those of governments and implementing agencies.
4. The proposed project is in line with the goal and objectives of the IFAD Policy for Grant Financing (2015)<sup>1</sup> and IFAD strategic guidance for grant funding (2016). More specifically, the project is closely aligned with priority area III: Better results measurement through improved monitoring and evaluation (M&E) systems: impact assessment initiatives at the global/regional level; and closing data gaps and strengthening country/regional capacities for collection and management of improved data on IFAD-relevant issues.
5. The recipient, Delivery Associates (DA), a UK based consultancy company was identified through competitive selection. The call for bids was posted on the IFAD News web page and subsequently sent via e-mail through the professional networks of IFAD staff, with a note permitting recipients to continue forwarding the invitation to other organizations and networks. It was also shared via IFAD's official LinkedIn feed and posted by IFAD procurement specialists to the United Nations Development Business platform. Each method included a link back to the original call, to ensure all bidders had access to updates. Bidders were invited to submit

<sup>1</sup> See EB 2015/114/R.2/Rev.1.

proposals by e-mail to a corporate mailbox, with inclusion of a proposal using the official IFAD Grant Design Document template, self-certification of eligibility for IFAD grant financing, and a small institutional profile. Selection of the eligible submissions was undertaken by the Competitive Screening Evaluation Team, with use of the weighted criteria as posted in the call for bids: (i) 50 per cent for technical content; (ii) 25 per cent for financial content; and (iii) 25 per cent for institutional content.

## II. The proposed project

6. The overall goal of the project is to further enhance progress by citizens – in particular that of rural citizens – towards achievement in selected IFAD Member States of the relevant SDGs, in particular SDG 1 (No poverty) and SDG 2 (Zero hunger), through improved effectiveness in realizing selected critical government priorities in agriculture and related sectors in each country. The objective is to improve IFAD project performance by strengthening the implementation capacities of the project management units (PMUs) managing IFAD-financed projects, through tailored trainings and follow-up support in RBM and adaptive management.
7. The direct target group participating in the trainings and follow-ups will be composed of around 80 project directors, heads of PMUs, or deputy or component directors in ministries of agriculture and other implementing agencies, in beneficiary countries that are facing bottlenecks that create weak project status in IFAD projects (those considered potential, actual or chronic problem projects), as well as states with particularly difficult contextual vulnerabilities. In addition, the direct target group will include an additional 300 to 500 project staff across the PMU teams and partner agencies, who will be able to participate in distance learning activities.
8. The indirect target group includes senior officials in the participating national governments and implementing agencies, including Ministers of Agriculture and Secretaries. The proposed project will engage these stakeholders through regular and varied communication, to inspire them through the sharing of best practices identified and celebration of successes achieved by their project teams. The indirect target group also includes colleagues further along the delivery chain within implementing agencies and in decentralized posts. Lastly, the ultimate beneficiaries are the people of the countries supported by increased capacity in RBM. They will directly benefit from the improvement in output, outcomes and overall effectiveness, and will feel the impact in their daily lives.
9. The project will be implemented over three years, with the following components: (1) curriculum development; (2) delivery of training; (3) support on the ground; and (4) project and knowledge management, M&E, and communications.
10. **Component 1: Curriculum development.** DA will develop the curriculum necessary to equip the heads and directors of IFAD PMUs with the theory, tools and practical skills necessary to lead and improve performance of their projects so as to deliver citizen-focused outcomes, to be based on their results-based methodology. This methodology identifies and codifies 15 elements necessary for a government to achieve lasting results for its people, and includes the technical tools and approaches found most effective in each of those areas. The curriculum will also be tailored based on an understanding of recipient country needs. In particular, the curriculum prioritizes the seven areas identified as of particular need: (i) project implementation readiness; (ii) stakeholder engagement; (iii) planning and budgeting; (iv) implementation and delivery across the results chain; (v) management of operational risks; (vi) use of evidence for informed decision-making; and (vii) increased sustainability of benefits. The curriculum will make sure to address appropriate operational procedures and financial management and procurement practices. The recipient will elaborate modules for the curriculum and prepare them for delivery in three languages (English, French and Spanish).

11. **Component 2: Delivery of training.** DA will provide tailored support through the provision of mixed format trainings, including: self-guided and directed; individual and small-group; and in-person and virtual. It will involve classroom-based sessions, but the majority will be “on the job”, supporting participants in applying what they will be learning. DA will run the RESOLVE RBM Institute in five regional cohorts; for each, it will offer; (i) two workshops; (ii) problem-solving sessions and one-on-ones for each country; (iii) regional webinars available to all project management staff; and (iv) regional stock-takes; as well as ongoing access to (v) the RBM dashboard for tracking of project progress and indicators; and (vi) the RBM learning portal for independent learning and knowledge-sharing. Ten DA experts will act as mentors, to be assigned based on regional need and country selection, to lead content delivery in workshops and webinars. They will subsequently challenge and support the participants as they apply their learning to their projects, to ensure effective implementation. Lastly, they will broker additional support where needed and identify best practices to share with other counties.
12. **Component 3: Support on the ground.** DA will provide three forms of on-the-ground support: (i) direct tailored support to assist the project directors and their teams in applying the acquired knowledge, in five countries selected in consultation with IFAD regional leadership; (ii) paired exchanges in six IFAD participant countries, to learn directly from each other and share best practices; and (iii) materials to support RESOLVE RBM Institute participants in coaching and on-job-training of their colleagues.
13. **Component 4: Project and knowledge management, M&E and communications.** Sir Michael Barber and Leigh Sandals will oversee the project and ensure strategic leadership. DA will name one senior project leader to lead the overall work and progress in this grant. This project leader will be thoroughly experienced in having successfully created results-based performance management frameworks for multiple governments throughout the world. Supporting the senior project leader, DA will employ a project management team consisting of experts in curriculum design and knowledge management, an administrative assistant and IT support. They will also lead in codifying best practices, as identified by individual mentors and participants over the course of the RESOLVE RBM Institute, as well as in developing effective surveys and communicating results to participants, and will create specific “knowledge products” to further enhance the project’s utility as a public good.

### III. Expected outcomes/outputs

14. The project is expected to have the following outcomes/outputs:
  - (a) **Outcome 1: Enhanced capacity of IFAD PMU heads, project directors and their teams in results-based management,** to deliver measurable improvements to citizen outcomes in the rural sector of each country. Doing so will consequently improve the performance of IFAD-financed projects in that country. Outputs include:
    - (i) Development and customization of RBM modules for workshops and ten webinars;
    - (ii) Two three-day workshops for each country identified, and the carrying out of regional webinars;
    - (iii) Direct support provided to five countries, and three pairs of exchange visits among six selected countries;
    - (iv) A coaching manual to support in-country delivery.
  - (b) **Outcome 2: Improved project management systems.** Outputs include:
    - (i) Reporting of lead quarterly and annual reviews;

- (ii) Ongoing communication with workshop participants;
- (iii) Creation and publication of knowledge materials;
- (iv) Publication of the final report for external audiences, thus increasing interest in the RBM approach.

#### IV. Implementation arrangements

15. The recipient of the grant is DA, which was selected through an open competitive process. To ensure smooth coordination, DA will directly assign its experts as project mentors and project leaders. The team constitutes a foundation for both implementation and management. It will be supported by the overarching strategic leadership of Sir Michael Barber and Leigh Sandals, respectively the founder and CEO of the institution.
16. The proposed recipient and its core teams will provide project management, conceptual guidance and implementation, including: development of the curriculum; development of knowledge management products and systems; creation of support materials; facilitation of trainings; and provision of support in a significant number of selected countries.
17. There are no deviations from the standard procedures for financial reporting and audits.

#### V. Indicative project costs and financing

18. The total project cost is estimated at US\$2,400,000, as detailed in tables 1 and 2. IFAD will finance US\$2,000,000 and the proposed recipient a total of US\$400,000, as in-kind contributions to be provided in the form of days of work by experts.

Table 1  
**Costs by component and financier**  
 (Thousands of United States dollars)

<i>Components</i>	<i>IFAD</i>	<i>Delivery Associates</i>	<i>Total</i>
1. Curriculum development	400	80	480
2. Delivery of training	1 100	220	1 320
3. Support on the ground	200	40	240
4. Project and knowledge management, M&E and communications	300	60	360
<b>Total</b>	<b>2 000</b>	<b>400</b>	<b>2 400</b>

Table 2

**Costs by expenditure category and financier**

(Thousands of United States dollars)

<i>Expenditure category</i>	<i>IFAD</i>	<i>Delivery Associates</i>	<i>Total</i>
1. Consultancy	119	24	143
2. Equipment and materials	14	3	17
3. Salaries and allowances	1 384	276	1 660
4. Travel and allowances	363	73	436
5. Overhead	120	24	144
<b>Total</b>	<b>2 000</b>	<b>400</b>	<b>2 400</b>

**VI. Recommendation**

19. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance in part the Results-Based Management for Rural Transformation project, shall provide a grant of two million United States dollars (US\$2,000,000) to Delivery Associates for a three-year project, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Gilbert F. Houngbo  
President

## Results-based logical framework

	Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	<ul style="list-style-type: none"> <li>Reduce the number of people, especially rural people, in poverty (SDG1) and who are hungry (SDG2) – in selected IFAD member state countries, through improving the efficiency and effectiveness of government in specific priorities in the agricultural and related sectors</li> </ul>	<ul style="list-style-type: none"> <li>Country-level indicators related to SDG1 and SDG2.</li> </ul>	<ul style="list-style-type: none"> <li>Independent assessment arranged by IFAD against SDG progress</li> </ul>	<ul style="list-style-type: none"> <li>Other efforts to improve progress against SDGs are implemented in parallel including securing sufficient financial resources</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Improve project performance by strengthening the implementation capacities of Project Management Units (PMUs) managing IFAD financed projects.</li> </ul>	<ul style="list-style-type: none"> <li>Project performance ratings, specifically indicators related to project management.</li> <li>Change in project indicators (exact indicators to be agreed at country level, once participating countries and projects are chosen)</li> </ul>	<ul style="list-style-type: none"> <li>Supervision reports</li> <li>Project log-frames</li> </ul>	<ul style="list-style-type: none"> <li>Participating countries undertake additional improvements in other areas of institutional reforms</li> </ul>
<b>Outcomes/ Outputs</b>	<ul style="list-style-type: none"> <li><b>Enhanced capacity of IFAD Heads of PMUs, project directors, and their teams in results-based management (RBM) to deliver measurable improvements to citizen outcomes in the rural sector of that country</b></li> <li><b>Improved project management systems</b></li> </ul>	<ul style="list-style-type: none"> <li>% participants who believe their RBM skills have improved</li> <li>% countries using the RBM dashboard</li> <li>% of participants who show the ability to use RBM tools to guide decisions to problem solve and enhance the project implementation performance</li> <li>% of participants with improved quality of project management rating</li> </ul>	<ul style="list-style-type: none"> <li>Perception survey of project directors and/or PMU heads</li> <li>Record of RBM dashboard use</li> <li>Record of performance score of the Quality of project management</li> </ul>	<ul style="list-style-type: none"> <li>Staff remain in role for duration of project and have sufficient time, focus and resources to allocate to personal capacity building</li> </ul>
<b>Key activities by component</b>	<p><b>Component 1: Curriculum development</b></p> <ul style="list-style-type: none"> <li>Development and customization of RBM &amp; delivery modules for 2 workshops</li> <li>Material development for 10 webinars</li> </ul>	<ul style="list-style-type: none"> <li>% modules developed</li> <li># webinars developed</li> </ul>	<ul style="list-style-type: none"> <li>Records of curriculum materials</li> <li>Records of webinars</li> </ul>	
	<p><b>Component 2: Delivery of training program</b></p>			

Objectives hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<ul style="list-style-type: none"> <li>• Two 3-day workshops for each country, across 5 regions</li> <li>• Country-level problem solving sessions and 1-on1s</li> <li>• Regional webinars</li> </ul>	<ul style="list-style-type: none"> <li>• % attendance in workshops</li> <li>• % participants who report satisfaction with quality of country problem-solving sets/1-on-1s received</li> <li>• % attendance in regional webinars</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop attendance records</li> <li>• Workshop feedback gathered through participant survey</li> <li>• Country session feedback through participant survey</li> <li>• Webinar attendance records</li> </ul>	<ul style="list-style-type: none"> <li>• Staff remain in role for duration of project and have sufficient time, focus and resources to allocate to RESOLVE RBM Institute</li> </ul>
<p><b>Component 3: On the ground support</b></p> <ul style="list-style-type: none"> <li>• Direct tailored support to selected countries (5 in-country weeks)</li> <li>• 3 pairs of exchange visits between selected countries</li> <li>• Coaching manual to support in-country delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Project performance ratings in direct tailored support countries</li> <li>• # of country exchange debriefs by participating countries</li> <li>• % countries using the coaching manual</li> </ul>	<ul style="list-style-type: none"> <li>• Results-framework of country strategies for rural sector development</li> <li>• Review of debriefs from exchange visits</li> <li>• Coaching manual feedback survey</li> </ul>	<ul style="list-style-type: none"> <li>• Participants from member countries have the time and capacity to commit to the direct tailored support and exchange visits</li> </ul>
<p><b>Component 4: project management, including knowledge management, M&amp;E and communications</b></p> <ul style="list-style-type: none"> <li>• Lead quarterly and annual reviews</li> <li>• On-going communication with workshop participants</li> <li>• Creation and publication of knowledge materials</li> <li>• Publication of final report to external audiences, increasing interest in RBM approach</li> </ul>	<ul style="list-style-type: none"> <li>• # review meetings</li> <li>• # communications sent to participants</li> <li>• # knowledge materials</li> <li>• Completion of final project report with recommendations for IFAD's other projects</li> </ul>	<ul style="list-style-type: none"> <li>• Record of review meetings</li> <li>• Record of communications sent</li> <li>• Record of knowledge materials</li> <li>• Copy of end of project report</li> </ul>	<ul style="list-style-type: none"> <li>• Securing permission from recipient governments to share materials on portal and to allow staff to access</li> <li>• Securing permission from recipient government to publish information</li> </ul>



## **Financial Governance**

Given the selection of a private sector entity as the recipient (see appendix III for details on the competitive selection process), the strictest financial management and governance frameworks are being set in place. These will ensure that IFAD resources are being used most efficiently to achieve the objectives of the project. This appendix covers some details on: a. financial management overview, b., financial management systems, and c. audit arrangements.

### **a. Financial Management System, including accounting specifications**

The programme financial management arrangements and internal control systems will be designed to satisfy IFAD's minimum requirements to provide accurate and timely information on the progress of programme implementation and guarantee the separation of functions through several levels of independent controls to implement appropriate risk mitigation measures to ensure accountability of funds.

Delivery Associates internal control and quality management system includes institutionally regulated financial procedures and international accounting standards. The basis for these procedures and standards are set forth in the financial manual.

A separate grant designated account will be opened for the programme to receive funds from IFAD and will be managed by Delivery Associates.

Delivery Associates business relations are based on high ethical standards highlighted by its ISO 9001 certification.

### **b. Procurement procedures for goods, services and human resources**

Delivery Associates internal control and quality management systems include institutionally regulated operational standards. The basis for these standards and procedures are set forth in various manuals. Delivery Associates will employ staff and procure consulting services, and will procure ticketing services and accommodation. Delivery Associates HR policy and guidelines will be applied. Delivery Associates will follow IFAD procurement policy and, if it conforms to this policy, our procurement policy and travel costs as administered by our UK-based travel team.

### **c. Audit Arrangements**

Independent and certified auditor perform audits of the financial statements of Delivery Associates every year. The audit comprises in the statements of comprehensive income, statement of financial position, statement of changes in equity and the related notes. Assurance that the financial reporting framework applied is applicable to law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Delivery Associates maintain separate records and financial accounts prepared in accordance with internationally recognized standards in respect of the Grant; and shall ensure that the entire Project Implementation Period is covered by audit. The Recipient shall have its institutional accounts audited every year by independent auditors acceptable to IFAD in accordance with the audit procedure standard agreed upon between Delivery Associates and IFAD. It shall deliver to IFAD a copy of its audited financial statements which shall include specific reference to the Grant, within six (6)

months after the end of each Recipient's Fiscal Year. The Recipient shall ensure that within its audited financial statements, or separately, an Audit Opinion Letter on the Statement(s) of Expenditure submitted to IFAD during the fiscal year is duly completed by its independent auditor.

## Overview of selection process and rationale for selection of private sector recipient

### Overview of selection process and rationale

The selection process took place on the basis of an open competitive selection process at the Grant Design Stage. This was an open competitive process (open call to bid) and a variety of means to notify potential bidders were utilized. Firstly, the call for bids was posted on the IFAD News web page<sup>2</sup> [23 January 2020]. Following this, e-mails were sent throughout professional networks of IFAD staff with a note permitting recipients to continue forwarding the invitation to other organizations and networks [following 23 January 2020], the call was shared via IFAD's official LinkedIn feed<sup>3</sup>, and the OPR procurement team uploaded the call to the United Nations Development Business platform (UNDB)<sup>4</sup> [13 February 2020]; each method included a link back to the original call to ensure access to any updates. The open call period included a contact period of nearly three weeks, allowing organizations to e-mail a RESOLVE corporate e-mail account for direct questioning and sharing expressions of interest and remained open for more than five weeks.

The Competitive Screening Evaluation Team (CSET) and observer panel were set up with representation from the Operational Policy and Results division (OPR), Eastern and Southern African Region Division (ESA), Near East, North Africa, Europe and Central Asian Regional Division (NEN), and the Office of the President and Vice President (OPV) [and Private Sector Advisory and Implementation Unit (PAI) with in Sustainable Production, Markets and Institutions Division (PMI)]. These representatives provided technical results specialists, a procurement specialist, and a private sector specialist. Subsequent review, following pre-selection by the CSET, was undertaken by the and the financial management (FMD), legal (LEG) division.

In total, three proposals were received and considered eligible for having submitted in proper format (using the grant design template), addressing the objective of the grant according to the approved concept note, and remaining global in scope, also required by the concept note:

1. Alliance Bioersivity-International Center for Tropical Agriculture (CIAT)
2. Centre for International Development and Training (CIDT)
3. Delivery Associates

The four members of the CSET, with support from the chair and four observers, evaluated each of the proposals according to set mandatory, as well as weighted criteria previously shared with applicants along with the call for bids. The weighted criteria were: i) Technical Content; ii) Financial Content; and iii) Institutional Content.

The key principles of inclusiveness, impartiality, transparency and rigour have been met throughout the process, as summarized below:

- **Inclusiveness:** The selection was based on an open call for which all eligible organizations according to the Bidders self-certification of eligibility form were invited to bid.
- **Impartiality:** The bidders were given more than five weeks from the posting of the invitation to the deadline for submission. All the proposals and documented

<sup>2</sup> RESOLVE, IFAD News announcements web page. <https://www.ifad.org/en/web/latest/news-detail/asset/41722941>

<sup>3</sup> Call for Proposals, RESOLVE, IFAD LinkedIn. <https://www.linkedin.com/feed/update/urn:li:activity:6631559035919433728/>

<sup>4</sup> UNDB. <https://devbusiness.un.org/content/grant-apply-results-based-management-approach-enhance-project-management-rural>

capacities of the bidders were rated with the same criteria stated in the evaluation sheet that was prepared at the time of launching the call and was used by all evaluators. Each criteria was discussed and the final scores agreed during the evaluation meeting. Each member signed a Declaration of Impartiality and Confidentiality form.

- **Transparency:** All bidders had access to the same call for proposal documents. The CSET had access to the all eligible (and all ineligible) proposals along with all documents used to launch the bid. An e-mail was circulated listing the proposals, explaining the eligibility criteria, attaching the evaluation criteria, and inviting members for their comments or feedback.
- **Rigor:** Three proposals were evaluated according to the abidance of the criteria in the evaluation form. Staff from different divisions (ESA, OPR, NEN, OPV/PMI) were invited to evaluate the proposal to get different technical perspectives on the grant proposal and budget. In addition, the evaluation meeting benefitted from guidance from an IFAD procurement expert and private sector expert. All communication and documents submitted from bidders are filed in OPR archives and corporate e-mail.

During the CEST and after analyzing all strengths and weaknesses of each proposal, all evaluators agreed to select the proposal submitted by Delivery Associates (DA). The selection was agreed consensually during the meeting.

### **Brief overview of private sector recipient and partner**

The recipient is a public sector advisory group focused exclusively on implementation of large-scale reform through delivery management models and capacity building in RBM, with experience working with public sector entities, governments and international/multilateral organizations. Delivery Associates has a large global presence, with prior and ongoing work in nearly 30 countries,<sup>5</sup> and significant practical experience building capacity in RBM management systems and within agriculture. Currently, the recipient has an extensive network of about 60 experts on the ground in countries of varying contexts. These experts in public service reform, primarily in increasing delivery, and speak about 15 different languages.

Moreover, the recipient has demonstrated practical experience developing RBM capacities for national and regional governments and ministries of agriculture in Albania, Ecuador, Ghana, Madagascar, Pakistan, Peru, Samoa, and Togo, but also in other cross-cutting sectors such as economic development, infrastructure, education, and health throughout the world. Beyond already demonstrating abilities in enabling project teams to advance RBM skills, develop and track indicators, and establish routines in project management in the rural sector, the recipient has experience supporting governments projects support to gender, youth, climate related activities.

Delivery Associates is well known for its focus on leadership, and the importance it places on using data, technology, planning, monitoring and problem-solving to achieve its targets. They recognize the imperatives and challenges of improving results management though focus, urgency, and ambition while remaining realistic.

Of all of DA's qualifications, however, the most important are the tangible results DA has helped achieve for the citizens of the countries where they worked. Delivery Associates does not consider themselves successful unless DA has moved the needle on outcomes

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<sup>5</sup> <https://www.deliveryassociates.com/who-we-are>

that citizens care about. This is a consistent part of DA's record of accomplishment in all of the work they do – and will be the approach that DA brings to this work.

The design process duly involved a private sector specialist and specific documentation for private sector recipients was submitted and reviewed and a reputational risk screening and full due diligence was conducted on the company and no issues raised that would preclude the company from managing and implementing the proposed project.