



**SOUTH↔SOUTH
KNOWLEDGE
TRANSFER**

**PROPOSAL
SUBMISSION
GUIDELINES**

PROPOSAL SUBMISSION GUIDELINES



Objective of the facility

The objective of the South-South Knowledge Transfer Facility is to replicate the impact of the MIF's innovative experiences through the reuse and adaptation of transferred knowledge via the "peer-to-peer learning" approach.

The Facility is supported by the knowledge accumulated by MIF partners, to benefit other entities in the acquisition and reuse of knowledge and strengthen their own capacity as agents of development.

To this end, the Facility will provide financing for transferring knowledge and building capacity from projects implemented by MIF executing agencies to other organizations in Latin America, the Caribbean and even outside the region that are facing similar development challenges.



How does the facility work?

The Facility will finance projects **for an amount up to USD 200,000 per project** and be executed as service delivery contracts for technical assistance, signed by the IDB/MIF and the entity transferring the knowledge.

A knowledge transfer project includes the following components:

- **KNOWLEDGE-PROVIDING ENTITY (“PROVIDER”):**
An executing agency partnering with the MIF that possess knowledge and is offering to transfer it. In these guidelines, “provider” refers to this entity.
- **KNOWLEDGE-RECEIVING ENTITY (“RECIPIENT”):**
One or more entities can request knowledge to develop their capacities to address a specific problem or opportunity. In these, “recipient” refers to such an entity.
- **TRANSFER PROPOSAL:**
Identifies the recipient’s needs for knowledge (specific problem or opportunity to be addressed) and describes the project’s objectives, methodology to be used for transfer, work plan, anticipated outcomes, and how outcomes will be measured.



Who can submit a proposal?

The request for funding should be collectively signed by: 1) the provider; and 2) one or more recipients. Active participation from the onset of all parties involved is considered decisive.

In the case of proposals with more than one recipient, all recipients should participate in preparing the proposal. Every recipient must co-sign the proposal submitted.



Who can transfer knowledge?

Institutions that can operate as providers for the Facility are executing agencies partnering with the MIF that have:

- Executed (or are executing) MIF projects with verifiable final or partial results¹;
- Proven technical capacity in knowledge management, with a good monitoring and evaluation system and established management processes;
- A track record of knowledge products that meet the transfer's objectives;
- Institutional backing and a technical team qualified to execute the proposed transfer.

These attributes can be verified through a review of background documentation provided by the institution, the monitoring and evaluation reports produced in execution of the MIF project that was the precursor to the transfer proposal, and opinions expressed by key individuals, mainly MIF supervisory personnel and others working with similar agendas.

Entities that have been providers in earlier MIF projects can submit proposals. In such cases, the MIF will conduct a special analysis to determine maximum funding available.



Who can receive knowledge?

The knowledge-receiving entity ("recipient") will identify the problem or opportunity that can be resolved by applying the provider's already-developed knowledge product.

The recipient may be geographically located in the same country as the provider, or in another country in the Latin American and Caribbean region. Requests from recipient entities outside the region are also welcome.

In a transfer project, for an entity to qualify as a recipient, it must meet the MIF's eligibility conditions:

- Private sector entities (including non-governmental organizations, or NGOs), industrial associations, chambers of commerce, educational institutions, businesses, and others.
- Public sector institutions.

In a knowledge transfer project, any entity operationally or institutionally associated with the provider institution cannot participate as a recipient.

Criteria for evaluation of recipient entities take into consideration: (i) recognition of the proposal among the target population; (ii) sound institutional capacity to successfully integrate the transferred knowledge; and (iii) the recipient's potential to forge partnerships and influence other agencies (including public sector agencies) and leverage financial funding.

¹ As a minimum, the project in execution must have completed an intermediate or final evaluation, with outcomes already verified by the MIF.



Contents of the proposal

Proposals should focus on adapting knowledge to promote:

- Exchange of knowledge, inter-institutional collaboration, and capacity building;
- Increase in channels to expand and replicate successful MIF pilot projects;
- Dissemination of lessons learned and good practices that can be incorporated in future projects of other executing agencies and the MIF itself.

Identification of problems and/or opportunities.

Each proposal should respond to a particular problem or opportunity (clearly identified by the recipient institution) to which the provider institution's available knowledge/experience is considered relevant.

Proposals will be considered for eligibility whose areas of interest are in line with the MIF's strategic areas (www.fomin.org/en-us/HOME/Projects).

There should be coherence between the problem/opportunity identified, the solution proposed via the transfer project, and the set of activities planned. In addition, the anticipated products and outcomes should be in line with the project's activities, budget, and length of execution period.

Focus on "learning by doing".

The Facility focuses on knowledge transfer processes that are based on both explicit knowledge—documented in manuals, training, etc., and tacit knowledge, which arises from direct contact with and ongoing support for adapting and applying knowledge during the pilot project. In this sense, the Facility emphasizes the principle of "learning by doing."

Knowledge transfer projects should require a joint effort, and generally should include applying the knowledge transferred on a reduced (pilot) scale that yields evidence of the effectiveness of the methods transferred, necessary adjustments, etc., before completing the projects.

Therefore, projects should not involve direct applications of knowledge by the provider institution. Nor should they be limited to visits, trainings, or delivery of manuals to the recipient institution. An increased capacity to implement the new model or method transferred should be verified in the recipient institution, which should take an active role in this during the transfer process.

Expected results.

Proposed knowledge transfer projects should identify outcomes in the following areas:

- Generation and/or strengthening of institutional and individual capacities;
- Validation of the efficiency of the transferred methods or models, through scaling up the pilot project for the targeted or final beneficiary population receiving the transfer;
- Potential for scaling up. The proposal should explain the way in which the solutions or models transferred would be disseminated for wider impact, through mechanisms such as: (i) institutionalization of transfer models in national and legislative programs and policies, etc.; and (ii) expanded actions in the same project and/or into other private sector institutions.

Monitoring and evaluation plan.

Proposals should present a monitoring and evaluation plan and select indicators to measure the attainment of anticipated outcomes, whose preparation and verification are feasible given the available time and resources.

Proposals should also include a plan to document the transfer process, establishing how the lessons learned and successful practices will be made available through eventual dissemination.

Activities eligible for financing.

Activities that support a successful transfer will be eligible for financing, including: (i) training activities, training of trainers, internships, field visits, etc.; (ii) technical assistance and continuous monitoring of the execution of pilot projects that implement and test transfer methodologies; (iii) support for adapting and improving knowledge products; (iv) creation and strengthening of institutional knowledge networks; and (v) activities to monitor and measure outcomes.

The following activities will not be eligible for financing with resources from the MIF: (i) research activities; (ii) investment in infrastructure (construction, land); (iii) direct credit to executing agency; (iv) payment of debt; (v) purchase of material and equipment (agricultural or industrial, including vehicles); (vi) monetary compensation for executing entity's personnel; and (vii) overhead costs.

Duration of projects.

Projects will have a maximum execution period of 18 months (estimated).



How are proposals funded?

The MIF contribution.

The MIF's financial contribution for each project will be up to USD 200,000.

Transfer projects will be executed as service delivery contracts for technical assistance, agreed on by the MIF and the knowledge-providing entity ("provider"). The contracts will be drawn up once the government of the recipient entity's country gives a "non-objection" and the project has successfully passed the selection and evaluation process.

The project's financial disbursements will be results-based. To this end, each contract will contain a series of milestones (activities or outputs) that, once verified, will trigger the next disbursement.

The general financial plan will consider an initial disbursement at the time of the signing of the contract of up to 20%, with a maximum of three additional disbursements contingent on compliance with (and verification of) the milestones set by the parties. The milestones can be revised and adjusted at the initiative of the parties, based on valid motives.

Counterpart funds.

The recipient will be responsible for a counterpart contribution of at least 30% of the operation's total amount. Guaranteed availability of additional resources for execution and subsequent sustainability of the project is an important factor that will be weighed during evaluation of proposals.

Investments made by recipient executing agencies to deepen their understanding during the transfer experience can be recognized as counterpart contributions, whether the transfer is national or international.

Co-financing.

Contributions from other funding sources will be considered as co-financing. Such contributions may come from government agencies, non-government organizations (NGOs), foundations, large companies, bilateral and multilateral institutions, among others.



How to request funds?

Projects will be received on a rolling basis, which means that a proposal can be submitted at any time of the year.

However, for the purpose of organizing the evaluation process and promoting competitiveness among proposals, a minimum of three evaluation processes per year will be conducted, at which time proposals received in the preceding period (up to four months) will be evaluated and accepted or rejected.

To be eligible, proposals must pass a selection process with clear and transparent criteria.

Proposals should be in line with the elements described in these guidelines, in terms of content as well as the characteristics of the entities involved. A form (proposal submission guidelines) is available on the MIF's website: <http://knowledgetransfer.fomin.org>

Proposal submissions should be sent electronically to the following email address: KMprogram@iadb.org



How does the evaluation and selection process work?

The proposals received by the MIF will be evaluated in accordance with the criteria defined in the available evaluation guidelines.

A preliminary screening will be done to check that the institutions involved meet certain basic eligibility criteria and that all requested documentation has been submitted in the appropriate format.

Once the conditions of eligibility have been verified, the proposals will enter the qualification process. Proposals that score 75% or more of the maximum points possible will be selected for funding.

ANNEX.

Guidelines for monitoring and evaluation of Knowledge Transfer Projects



Introduction

In peer-to-peer knowledge transfer projects, evaluating outcomes, extracting lessons learned, and documenting best practices are important elements.

The “achievements” of these short projects need to be captured quickly, detecting and documenting “indications” more than complete and verified results. The ability to identify and confirm that these “indications” will lead to the expected results is a decisive factor in project success.

Evaluation of a project’s achievements calls for designing appropriate result and impact indicators, which must clearly go beyond simple reporting on products or “deliverables” (guidelines established, courses taken, etc.). These indicators should help show how the beneficiaries of these “deliverables” value the products and plan to incorporate or make use of them, as initial steps in the path toward behavioral changes that improve their work conditions, etc.

Financed projects should include a monitoring and evaluation plan, with designed indicators and description of processes for measuring and compiling information.



Results measurement

In these projects, by RESULTS we mean the receipt and acceptance of, expressed interest in, or first indications of application of tools on the part of the direct beneficiaries (entities and their environment) and indirect or final beneficiaries (youth, educators, etc.).

The Results of knowledge transfer projects in the following areas should be verified:

- A.** Creation of capacities in the recipient entity, including personnel trained and/or participating in the pilot projects, organizational changes (creation of areas or units), among other factors.
- B.** Appropriation, sustainability, and/or potential for scaling up of solutions by the recipient entity and/or its associated institutions, through the financial and non-financial resources leveraged, partnerships with strategic partners, advocacy, etc.
- C.** Improvements in the provider entity's capacity. The capacity of providers is generally strengthened after participating in transfer projects.
- D.** Other agents. Independent consultants and associated institutions which, although not part of the pilot project, show interest in applying the work transfer methods and models.
- E.** When possible, it is important to identify changes in the final and indirect beneficiaries' capacities. It is also of interest, when possible, to survey the opinions of the beneficiaries who have participated with different degrees of intensity in the projects.
- F.** Improvement in the efficiency of processes as compared to the original project, based on the accumulated experience and use of the transfer among partners as a method of dissemination. To this end, it is proposed that a comparison be made (between the original project or precursor and the transfer) of amounts invested, project duration, institutions involved, final beneficiaries reached, financial and human resources leveraged, and other relevant considerations.

The following indicators are suggested for each level of Results:

Level	Indicator	Verification method
At the recipient entity level: the transfer of methodology or “solution” should generate:		
Creation of capacities in Recipient Entity	# of professionals in the entity participating in the knowledge transfer process	Records of training activities/ monitoring activities Opinions and perceptions
	# of products adapted (topics, courses, events) with participation by the recipient entity or its associated entities	Products generated, available documents
	New capacities in the entity: production of educational materials, development of calls for proposals and selection processes, among others	Copy of documents
Appropriation of, sustainability of, and/or potential to scale up solutions	Resources leveraged (in addition to initial counterpart resources) by recipient entity or other entities participating in the project	Commitment letter, accounting
	# of links with strategic partners for implementation of transfer project	Documents, records, testimonies
	Evidence of the potential of sustainability/expansion of the project: formalization of specialized structures in the receiving entity, inclusion of the program as part of the work plan, allocation of resources, etc.)	Work plans, approved budgets, etc.
	Development and maintenance of a network of institutional actors and associated institutions that contribute to the project’s viability and sustainability	Registry of actors, networks, and associates, and type of collaboration Opinions and perceptions of qualified informants in focus group or interviews
At the level of final beneficiaries involved in pilot project(s)		
Scope of project and initial effects	Beneficiaries reached with minimum level of exposure (to be defined) Beneficiaries who achieve success in the intervention areas (plans approved, funding obtained). At a more advanced level: jobs obtained, companies formed, sales increased, etc.)	Program records
Perceptions about capacities generated	Beneficiaries’ opinions and satisfaction Opinions and perceptions of potential partners (employers, buyers, consumers, government officials, other qualified informants)	Reports, interviews, surveys, focus groups
At the level of provider entity		
Strengthen capacities for knowledge transfer	Modification of plans and/or budgets compared with originals Establishment of alliances for new transfers or replications Contracting of new consultants with appropriate profile	Records, plans
Improve efficiency of processes	Comparison between use of resources (time, money) in terms of accomplishments (direct and indirect beneficiaries reached, resources mobilized, strategic partners involved, etc.). Original project (precursor) as compared with transfer	Project reports with supporting documentation



Measurement of impact

The following indicators are suggested for each level of Results:

By IMPACT we mean incorporation of the received knowledge by different agents (relevant individuals, organizations, firms and/or entities) and its application in decision-making and interventions (in the case of NGOs), etc.

At the impact level, an attempt is made to measure the incorporation and USE of the transferred knowledge at a more advanced phase, as it is difficult to verify in the given time frame. The executing agency should identify the areas in which indications of this process can be verified, even when it is not possible to make final determinations during the project's execution period. For example:

Number and percentage of individuals or entities who use the products generated (including attending events) and who apply the new capacities in decision-making or executing tasks.

Number and percentage of participants in recipient entities and their associates that scale up or plan to scale up the pilot projects developed during the transfer.

Number of public entities and key actors (to be defined in each area) that incorporate solutions or models in their interventions with beneficiaries, including educational institutions, public sector entities executing IDB-funded projects, key private-sector actors, and others to be



Monitoring plan

defined in accordance with the focus of different MIF Agendas.

In addition to the list of the recipients' "hard" achievements, it is important to measure early indications of impact and results.

Information needs to be compiled and ad hoc surveys conducted. For example, to evaluate changes in the final beneficiaries' behavior and skills, the recognition and insertion of the recipient entity in the area, or its leadership in forming opinions and networks relevant to the topic, etc.

To this end, various methods need to be applied, such as in-depth interviews, various kinds of mass surveys, focus groups, etc.

These surveys should be conducted by qualified experts that are independent of the entities.

As such, a cost can be expected from the beginning. As a starting point, the MIF will reserve an amount, as part of the cooperation offered, for this purpose. This reserve will be US\$7,500 and will be included in the itemized budgets.

