



Embajada Británica
en México

Prosperity Guidance for Mexico

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Programme Structure in Mexico

1. The Prosperity Fund in Mexico is managed by the Programme Team at the British Embassy, Mexico City. Information about bidding rounds in Mexico will be published in the Embassy's website
2. Bidding will, as a norm, be split between a concept and full bid stage. Call for bids and deadlines can be found in the Embassy's website
3. Projects are selected by a Programme Board consisting of representatives from the London Programme Secretariat, the British Embassy in Mexico (FCO), Whitehall representatives (DFID, UKTI, DECC, British Council, DEFRA) and external contacts represented by Mexican Government and the Private Sector / Civil Society Contributions.

General Guidance: How to bid

Proposals should be submitted on the Prosperity Fund bidding form available at Embassy's website. Organisations looking to submit a bid are strongly encouraged to talk to the Programme Team at the British Embassy in Mexico at an early stage to discuss whether the proposal is strategically aligned to the programme objectives and fits our requirements. We also recommend that prospective bidders check the terms and conditions on the Accountable Grant Agreement Document. This document can be requested at ukinmexico.ccep@fco.gov.uk.

The British Embassy makes payments to project implementers only in arrears on a monthly and/or quarterly basis and does not pay in advance. Project administrative costs should be less than 10 % of the overall budget.

The FCO places a strong emphasis on programme and project-level evaluation. Project implementing organisations must submit quarterly progress reports for the duration of the project, and submit a project completion form within three months of the project conclusion. In addition, depending on the scale of the project, a full and independent evaluation may be required. Evaluation costs should be factored into the project budget.

The maximum life-cycle of a project should not be more than 12 months. Projects will be subject to post-project evaluation prior notification. Each project is subject to review after the end of each financial year to continue or ask for further funding. It is recommended the projects have a modular design in which milestones and deliverables are clear and measurable.

All proposals should:

- Outline impact. We want to know what changes the project will make.
- Demonstrate that all relevant Mexican State and/or Federal Government Ministries have been consulted and are supportive. Or if they have not, the bid should explain how the project has sufficient buy in from the necessary stakeholders to deliver the expected outcomes.
- Demonstrate that local partnerships are already established.

Stages of bidding rounds (please see the web site for current round dates)

- Announce call for bids
- Submission of concept bids
- Review of concept bids against strategic fit and project design
- Reply to selected concept bids and request for full proposals
- Submission of full proposals (only if approved during concept bid round)
- Announcement of results
- Contract and start of Projects

Eligibility:

Mexican based Civil Society Organisations, International NGOs, Private Limited Companies, Independent Consultants, Research Organisations, Think Tanks and Universities are eligible to apply for bids.

The primary beneficiary of the Projects submitted to the Prosperity fund must be Mexico (included in the OECD DAC list), in line with ODA criteria.

All projects must be in support of the Foreign Policy Priority 2 (“Build Britain’s prosperity by increasing exports and investment, opening markets, ensuring access to resources, and promoting sustainable global growth”) and this strategy.

We are looking for practical interventions that will lead to a real and timely difference to decision-making. Proposals focusing purely on research, analysis, seminars or workshops will not be relevant unless they lead to specific and measurable action.

Projects can be at regional or state level within a country, provided that replicability is built into the proposal and sufficient impact is likely.

Proposals must make clear that they are adding value to, and not duplicating, other donor activity.

General Guidance: Project Proposals

Below guidance is not exhaustive, but is designed to help interested bidders develop proposals in accordance with Prosperity Fund project appraisal criteria.

The importance of Coordination

- ❖ Bidders should be aware that the Embassy will make every effort to coordinate its projects with other actors in these policies and project areas.
- ❖ There are currently several sources of funding looking to support FCO's plans and strategies. While this is incredibly positive, there is the risk of duplication of efforts and inefficient allocation of resources. In addition, we expect a collective effort that will maximize coordination to design policies that will provide the best chance to incorporate best practices from around the globe. A collective effort will also strengthen Mexico's ability to access existing and planned large scale financial mechanisms for the eventual implementation of these plans, including some that are being considered within the framework of climate change multilateral concerted efforts.
- ❖ The Embassy will, unless there is good reason or prior agreement, inform other donor organisations of the work it intends to fund and may propose, with the agreement of potential project implementers, that funding of certain projects is undertaken by the Embassy and other of its partners.

Size, scope and length of projects

- ❖ Proposals must clearly be a catalyst to transformational changes in policy and practise in Mexico. While there is no minimum bid that we would consider, the aim of helping bring about transformational change would suggest that the majority of our projects would be quite large and ambitious in scope. We do not anticipate having a large number of small-scale projects.
- ❖ Projects must contain substantive, at least annual, benchmarks and milestones.

- ❖ Innovative proposals delivering results towards more than one Condition for Global Growth area of work will be desirable.
- ❖ Proposals focusing on stand-alone seminars and workshops or research only will not be considered unless they lead to specific and measurable action; we are looking for strategic and practical interventions that will lead to a real and timely difference to decision-making.

Ensuring value for money, financial accountability and transparency

- ❖ Project proposals must be presented along with a detailed project budget. FCO Project Management Procedures require the delivery of the budget using the **Activity Based Budget (ABB) form** available for downloading at the Embassy's website. Budgets should list the activities needed to deliver the outcomes (results) of the project. Outcomes should be aimed at promoting transformational change.
- ❖ Ensure the ABB gives sufficient detail. The unit cost of activities should be clear and sufficient detail provided to enable you to understand how figures have been arrived at. We strongly encourage a breakdown of each of the budget's line is included. We will not accept a budget line that quotes for example a cost of £35K for a workshop. The breakdown of this cost should be listed (e.g. cost of room hire, interpreters, catering etc). The same exercise should be applied for all of the budget lines.
- ❖ Budget consistency will be questioned. Therefore we strongly encourage the implementers perform benchmarking on costs to include the more realistic estimation for each of the activities contained in the project. Within FCO Project Management Procedures all services (consultancy/ personnel services, venue, printing services, translation services, etc.) must be subject to a tendering process in which at least 3 vendors present their proposals. The selected service must assure Value for Money (VFM). VFM means paying a fair price for the service we are procuring.
- ❖ Personnel costs - we can legitimately pay for the time of implementing agency staff genuinely devoted to a project. We strongly encourage you can assure:
 - You get a breakdown of staff costs so you know what staff will be assigned to the project and consider whether this is reasonable;
 - We're not over-paying /paying inflated salaries;
 - Number of staff identified will genuinely work on the project
 - The time allocated for activities are reasonable and not inflated. We should not be paying for 2 months work if 2 weeks would suffice;
- ❖ It may be reasonable to purchase some small items of capital equipment (e.g. a laptop) to help smaller implementing agencies run a project. But question whether any such costs are reasonable. We should not be paying for equipment they would have bought anyway. Consider whether any such items should be returned at the end of the project or sold with the proceeds returning to the post. Obviously there is no question of trying to recover capital equipment purchased as an integral part of a project i.e. it is something the beneficiary - rather than the implementing agency - needs;

- ❖ Management Fees, Administrative Costs or Overhead: Any management fees should be expressed as a fixed sum and not as a percentage of the budget - otherwise there is a risk to push up costs. Overhead should not exceed 10% of the value of the project. Implementers should assure their project proposals are sustainable going forward.
- ❖ For example on the ABB please consult Annex 1 at the end of this document.
- ❖ Delivering value for money and building in sustainability are essential. Projects bids must provide evidence of how value for money will be achieved and costs incurred kept to reasonable and defendable levels.
- ❖ Project proposals that present a co funding scheme (using funds of the implementer's own or another funding entity) will be likely to have a strong appraisal since and preference assuring continuity of project results is key as one of the evaluation criteria used to evaluate an initiative.
- ❖ Proposals must make clear that they are adding value to, and not duplicating existing activity of other bilateral / multilateral agencies or Government of Mexico. FCO funding however may be used to leverage co-funding from other donors.
- ❖ It is understood that different organisations have different accounting timetables and practices but any successful bidder will need to confirm explicitly that they can and will be able to comply with specific financial requests and timetables.

Project design

- ❖ Project designs must include strong engagement process with stakeholders and beneficiaries. Projects developed in direct consultation with beneficiaries at the concept stage and arising out of strong demand-driven process will be preferred.
- ❖ Proposals should include any capacity building, publicity, media and outreach activities in the design and budgeted from the outset. Strong communication and policy influencing will be key criteria projects bids will be judged against.
- ❖ Proposals are encouraged to identify opportunities for sharing UK best practices.
- ❖ We place strong emphasis on evidence-based results. Proposals must clearly define the indicators of success in the bid form to show incremental gain during the project lifecycle.
- ❖ Interested non-local bidders must demonstrate that local partnerships are already established. We wish to build domestic capacity and would envisage any international bidders having a strong element of local partnership.
- ❖ Proposals should include any publicity, dissemination and outreach activities in the budget from the outset. Any media work should be directly related to the project proposal. Administrative costs should be no more than 10% of the overall budget.

Contracts

- ❖ Projects will normally use the standard Accountable Grant Agreement. To get the form please send an email to ukinmexico.ccep@fco.gov.uk.

Annex 1 Activity Based Budget Example

| Name of the Project | Development and implementation of a national innovation programme | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|--|
| Output / Activity | Details | May '10 | June '10 | July '10 | August '10 | Sept '10 | October '10 | Nov '10 | Dec '10 | Jan '11 | |
| <i>Output 1 Report on understanding the use, practicality and objectives of technology transfer offices around the world and their potential within the Mexican context, as an instrument aimed at facilitating the innovation process</i> | | | | | | | | | | | |
| 1.1 Secondary research on the transfer of technology | Staff salary | 700.00 | 700.00 | 700.00 | | | | | | | |
| 1.2 Comparative analysis on technology transfer programs | Staff salary | 700.00 | 700.00 | 700.00 | | | | | | | |
| 1.3 Fieldwork to understand and learn from other countries | Air transport | | | | | | 2400.00 | | | | |
| | Hotel and Lodging | | | | | | 2150.00 | | | | |
| | Staff Salary | | | | | | 2170.00 | | | | |
| 1.4 Primary Research | Staff salary | | 700.00 | 700.00 | 700.00 | | | | | | |
| 1.5 and 1.6 Work group and workshops | Staff salary, travel expenses | | | | | | | 808.00 | 972.00 | 1400.00 | |
| Total Output 1 | | 1400.00 | 2100.00 | 2100.00 | 700.00 | 0.00 | 6720.00 | 808.00 | 972.00 | 1400.00 | |
| <i>Output 2 Development of support mechanisms for technology transfer offices</i> | | | | | | | | | | | |
| 2.1 Collaborate with the Ministry of Economy in the creation of model guidelines for technology transfer offices. | Staff salary | | | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | |
| 2.2 Assist the Ministry's implementation of an performance indicator monitor system for the support mechanisms for technology transfer offices. | Staff salary | | | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | |
| 2.3 Draft and design of operational guidelines for the support mechanisms for technology transfer offices with the Ministry's participation. | Staff salary | | | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | |
| 2.4 Create a monitoring system that will supervise the performance of new policies and programs. | Staff salary | | | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | 900.00 | |
| Total Output 2 | | 0.00 | 0.00 | 3600.00 | 3600.00 | 3600.00 | 3600.00 | 3600.00 | 3600.00 | 3600.00 | |
| TOTAL BUDGET POUNDS | | 1400.00 | 2100.00 | 5700.00 | 4300.00 | 3600.00 | 10320.00 | 4408.00 | 4572.00 | 5000.00 | |