

# **Enhancing the Impact of Research for Development: A Pilot Competitive Grants Program to support innovative partnerships and projects**

## **Grant Guidelines**

The international research Centers supported by the CGIAR have engaged in partnerships with hundreds of civil society organizations (CSOs) during recent years.<sup>1</sup> Many of these partnerships, complementing the CGIAR's important collaboration with government agencies and the private sector, have proved valuable for accomplishing our shared goals of combating hunger, reducing poverty and protecting natural resources.

In 2006, the CGIAR approved a comprehensive strategy for further strengthening its CSO partnerships.<sup>2</sup> Recognizing the diversity of civil society and its multiple contributions to development, the strategy sets out a broad framework for "mainstreaming" CSO engagement throughout the CGIAR – from research planning, through the implementation of projects and programs, to the evaluation of development outcomes. The principles of this engagement include a commitment to "mutual learning" and to giving a stronger voice to civil society stakeholders in shaping the CGIAR's research agenda. We believe the result will be greater transparency in our decisions and actions, more effective research and heightened development impact benefiting the poor.

To begin implementing this strategy, the CGIAR organized a series of events in 2006, aimed at building on the valuable experience represented by current CSO-CGIAR partnerships. These events included the Innovation Marketplace held during the CGIAR Annual General Meeting (AGM06) in December, where participants shared insights from 50 partnerships, and the CSO-CGIAR Forum, an open dialogue involving about 400 CGIAR stakeholders and centering on lessons learned from partnerships and opportunities for enhanced collaboration.<sup>3</sup>

As announced at the close of the Forum, the CGIAR is creating a pilot grant program, with funding from the World Bank and the governments of Norway, the UK and USA, that offers CSOs and CGIAR colleagues new opportunities to develop, apply, evaluate and share innovative approaches for making their partnerships more effective. This document offers guidelines for preparing project proposals, describes the procedures by which proposals will be evaluated and selected for funding, and how the projects funded are expected to report on their achievements during project implementation. Our intention

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<sup>1</sup> By "civil society," we mean the sphere of institutions, organizations and individuals located between family, the state and the market, in which people associate voluntarily to advance common interests. This is consistent with the United Nations definition of civil society as including NGOs, farmer organizations, advocacy groups, foundations and academia (i.e., universities and advanced research institutions).

<sup>2</sup> [http://www.cgiar.org/pdf/agm06/agm06\\_cso\\_engage\\_framework\\_may06.pdf](http://www.cgiar.org/pdf/agm06/agm06_cso_engage_framework_may06.pdf)

<sup>3</sup> More details on the CSO-CGIAR Forum 2006 can be found at [http://www.cgiar.org/csos/cso\\_agm06\\_main.html](http://www.cgiar.org/csos/cso_agm06_main.html)

is to ensure broad participation in the program, to foster knowledge sharing between participants and to make transparent decisions based on clear ground rules.<sup>4</sup>

## **Part I: General Overview and Criteria**

### **1. Goal of the Competitive Grants Program**

Enhance the impact of agricultural research for achieving food security, improving natural resource management and reducing poverty in developing countries through more effective CSO-CGIAR partnerships.

### **2. Objectives of the Competitive Grants Program**

- Support innovative projects involving civil society partners and other stakeholders in agricultural research for development
- Promote partnerships between the CGIAR and CSOs that apply novel approaches for working together better
- Create new avenues by which a growing network of CSO and CGIAR partners can continue to learn from one another through active knowledge sharing.

### **3. Supported areas**

The CGIAR, through this competitive grants program, supports projects that

- Involve collaborative research for development, consistent with the CGIAR System Priorities<sup>5</sup>
- Feature an innovative and inclusive partnership involving CGIAR Centers and CSOs.

### **4. Eligibility Criteria and Conditions for Participation: Who may participate?**

#### **Eligibility**

The following may seek financial support through this program:

- CSOs – including NGOs, farmer organizations, advocacy groups, foundations and academia (i.e., universities and advanced research institutions) – working jointly with CGIAR Centers.

#### **Conditions for Participation**

To seek financial support from this competitive grants program, eligible institutions should submit project proposals in accordance with the guidelines for concept notes and full project proposals (annexes 2 and 3) and with the schedule and instructions found in part II of this document.

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<sup>4</sup> As a pilot program we welcome feedback on the guidelines and the initiative as a whole. Comments and questions can be sent to [cso-cgiar-grants@cgiar.org](mailto:cso-cgiar-grants@cgiar.org). Over time we will be developing a Q&A to be shared with interested colleagues through the cgiar website.

<sup>5</sup> The CGIAR System Priorities are described in the following documents  
<http://www.sciencecouncil.cgiar.org/activities/spps/pubs/Priorities%20Dec%2005.pdf>

- **CSO-CGIAR Center Partnerships**  
The project concept note/proposal must be prepared and the project executed by at least one CSO AND one CGIAR Center in partnership. Inclusion of governmental organizations (e.g., national agricultural research organizations) and private businesses in the project partnership is highly desirable but not required.
- **New partnerships or a “new phase” in an ongoing partnership**  
A proposed project should be conducted either by (i) a new partnership OR (ii) a current one. In the latter case, the proposed project must have its own set of time-bound activities and deliverables that complement or continue an earlier phase of the project, while clearly adding something entirely new to the project.
- **Conflicts of interest**  
Members of the external evaluation panel assessing both the concept notes and the full proposals, and staff of the CGIAR Secretariat may not participate or be involved in any way in the implementation of the proposed projects.

Participating institutions must also meet the following conditions:

- Have been legally established for at least 12 months on the date the project proposal is submitted.
- Must make available a recent audited financial statement for the organization (to be submitted with the proposal).
- Have staff qualified to implement the project.
- Demonstrate experience in project management compatible with the proposal.

## **5. Grant Size and Counterpart Contributions**

A total of US\$1 million is available for the pilot phase of this new program. Individual grant requests should neither exceed US\$250,000 nor involve less than US\$100,000 over a period of up to 2 years.

**The CGIAR will provide grants covering up to 70% of the costs of project implementation. Partners are expected to cover no less than 30% of the project budget through in-kind or cash contributions.**

## **6. Financial Management and other Fiduciary Requirements**

The following financial and fiduciary requirements must be met:

- The project will have a maximum duration of 2 years.
- The grant is to be used exclusively to cover expenditures incurred in carrying out the approved project in accordance with the grant agreement

- Administrative costs for project management may not exceed 10% of the total amount approved. These costs must be anticipated and designated as “general administrative expenses” in the budget submitted with the project proposal.
- All documents should be filed in proper order and made available for auditing purposes, if so requested by the CGIAR Secretariat, and should be kept for 5 years after project completion.
- Goods to be purchased with grant funds should be procured in accordance with procedures acceptable to the CGIAR, in compliance with Financial Guidelines Series no. 6: CGIAR Procurement of Goods, Works, and Services; ([http://www.cgiar.org/pdf/finguide6\\_2005.pdf](http://www.cgiar.org/pdf/finguide6_2005.pdf) )

## **7. Intellectual Property**

Any products, processes, technologies, information and/or knowledge developed as a result of the grant will be considered public goods unless exceptional circumstances apply.<sup>6</sup>

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<sup>6</sup> The policy of the CGIAR System supports the use of products of its research as public goods. The active taking out of rights over intellectual property or IP is limited to those exceptional circumstances where such rights would be necessary to facilitate distribution and use of products funded by this grants program. (Where intellectual property means all intellectual property, including but not limited to patents, copyright, rights in circuit layouts, plant breeders rights, registered designs, trade marks, and any right to have confidential information kept confidential. Note that copyrights are normally awarded upon fixation of creative material and need not be applied for.). Copyrights that may be generated in the course of the project will be held on the basis of authorship, creator, developer (for software)- with the understanding that the rights holders will grant an irrevocable non-royalty bearing license to all CGIAR Centers with the ability to sublicense material to their partners. Any other rights can only be sought with the approval of the CGIAR Secretariat.

## **Part II: Proposal submission and selection**

CSOs, together with their CGIAR and other partners, are invited to jointly submit brief project concept notes. Based on a review by an external evaluation panel, selected applicants will be invited to develop full project proposals.

### **Step 1: Call for concept notes**

A call for concept notes will be posted on the CGIAR website. In addition, CSO contacts and Centers will be notified by e-mail.

#### **1. Submission of concept notes**

Concept notes must be submitted in English and must strictly observe (i) the relevant deadlines and provisions contained in the call for concept notes and (ii) the provisions in this set of guidelines. The concept note and covering letter should be sent by e-mail to the CGIAR Secretariat at **[cso-cgiar-grants@cgiar.org](mailto:cso-cgiar-grants@cgiar.org)**.

Institutions involved in project implementation need to select a lead institution to coordinate and propose the project. Leaders in each participating institution must also be identified.

All concept notes received will be treated with strict confidentiality and will be shared only with persons involved in the evaluation process.

#### **2. Receipt and pre-evaluation of concept notes for basic eligibility**

The CGIAR Secretariat will undertake a pre-evaluation of the concept notes to verify compliance with both the call for concept notes and this guideline document. Concept notes will be disqualified if:

- The proposed project does not fall within the supported areas stated in this document.
- The project does not involve a CSO and a CGIAR Center as partners in implementation.
- The amount of the grant requested exceeds the limits stated in the call for proposals.
- The proposal and supporting documents do not meet the requirements stated in the call for concept notes.

Once the concept notes have been reviewed for eligibility, the CGIAR Secretariat will prepare a report listing:

- (i) Eligible and ineligible concept notes
- (ii) Reasons for ineligibility

All eligible concept notes will be forwarded to an external evaluation panel for assessment of their technical-scientific merit.

The concept notes selected for full proposal development will be posted on the CGIAR website. File copies of concept notes that were not selected will be destroyed.

### 3. Analysis of concept notes for merit by external evaluation panel

An external evaluation panel will analyze and score the concept notes, using the following criteria and weights:

- **Innovation** (15%) – Extent to which the proposed project idea varies from current approaches.
- **Relevance and innovativeness of partnership** (25%) – The proposed project should demonstrate how each partner’s contribution is critical for achieving the overall project objectives and describe how the partnership reflects the principles of joint decision-making, inclusiveness, mutual learning and knowledge sharing.
- **Sustainability** (15%) – The proposed project should demonstrate how it can continue to yield benefits beyond the period of the grant.
- **Replicability** (20%) – The proposed project must have the potential to be replicated regionally or globally
- **Envisaged outcome and poverty impact** (25%) – The proposed project should present a realistic implementation time frame, with envisaged tangible deliverables, outcomes and a description of the impact pathway.

## **Step 2: Invitation for submission of full project proposal**

Based on the assessment of the concept notes, the CGIAR Secretariat will invite **up to 15** institutions to submit full proposals. For this purpose, a small proposal development grant of up to US\$5000 may be made available, upon request. Requests must clearly identify the expected use of these resources.

### 1. Submission of project proposals

Full proposals must be submitted in English and must strictly observe (i) the relevant deadlines and provisions contained in the invitation for submission of full proposals and (ii) provisions in this set of guidelines. The proposal and covering letter should be sent by e-mail to the CGIAR Secretariat at **[cso-cgiar-grants@cgiar.org](mailto:cso-cgiar-grants@cgiar.org)**.

Institutions involved in project execution need to select a lead institution to coordinate and propose the project. The project proposal and covering letter must be signed by the participating institutions.

All proposals received will be treated with strict confidentiality and will be shared only with persons involved in the evaluation process. File copies of proposals that are not selected will be destroyed.

## 2. Analysis of full proposals for merit by panel

An external evaluation panel will analyze and assess the proposals for their merit, using the criteria indicated above: innovation, sustainability, replicability, relevance and innovativeness of the partnership, envisaged outcome and poverty impact.

### **Step 3: Final selection of projects for funding**

From 4 to 10 superior proposals (depending on the grant amounts requested) will be selected for funding. The total amount of funding available for all projects will not exceed US\$1 million. Results from the selection process will be considered final, and by submitting a proposal the applying institutions agree with this process.

### **Step 4: Start-up Workshop**

After selection of projects for funding, a start-up workshop will be organized. Leaders of all selected projects will be required to attend. The objectives of the workshop are to:

- Set the stage for project implementation and establish a common vision for the program.
- Share methodologies and tools for working effectively in partnership (e.g., participatory concepts, effective use of virtual communication, results/lessons learned from the Science Council study on CGIAR-CSO collaboration, etc.).
- Stimulate sharing of knowledge and experiences between projects throughout the duration of the program.
- Jointly explore monitoring and evaluation processes, expectations and requirements.

## **Part III: Contracting and Reporting**

### **1. Grant Agreement**

The CGIAR Secretariat will promptly inform project proponents about the outcomes of the selection process.

A fiscal agent – i.e., a CGIAR Center selected by the CGIAR Secretariat– will administer the grant funds. The Secretariat will be the monitoring and evaluation agency. The contracting process will be as follows:

- A grant agreement will be drawn between the CGIAR Secretariat and fiscal agent, indicating the approved projects, disbursement schedules, reporting requirements and project specifications (i.e., description of milestones and deliverables for each approved project).
- A grant agreement will be drawn between the fiscal agent and each of the partners in the approved project, spelling out project specifications, including milestones, deliverables, disbursement schedules and reporting requirements.
- A copy of the signed grant agreement will be provided to each of the contracting parties.

The period of validity of the grant agreement will be established in accordance with the project execution period. Funds will be disbursed in two tranches – the first after signing of the grant agreement and the second after acceptance of the mid-term report (also see below).

## 2. Reporting

For accountability, approved projects will have to report adequately on their progress, achievements and expenses. Projects will be requested to submit (i) **a mid-term report** and (ii) an **implementation completion report**. The reports must be submitted to the CGIAR Secretariat and be prepared according to the templates provided in Annexes 4 and 5. The second tranche of the grant will be disbursed after acceptance of the mid-term report. Both reports are **due 60 days after each reporting period**.<sup>7</sup>

Finally, a **follow-up self-assessment** is required 18 month after project completion to evaluate the sustainability of project activities. For this purpose, the CGIAR Secretariat will send a form to be completed by the project leader. The self-assessment may be complemented by an external assessment commissioned by the CGIAR Secretariat.

## 3. Evaluation and Audit

Periodically, the CGIAR Secretariat may contact a project team to examine projects and suggest improvements to the program. The CGIAR Secretariat also reserves the right to commission an audit of the project.

## Timeline

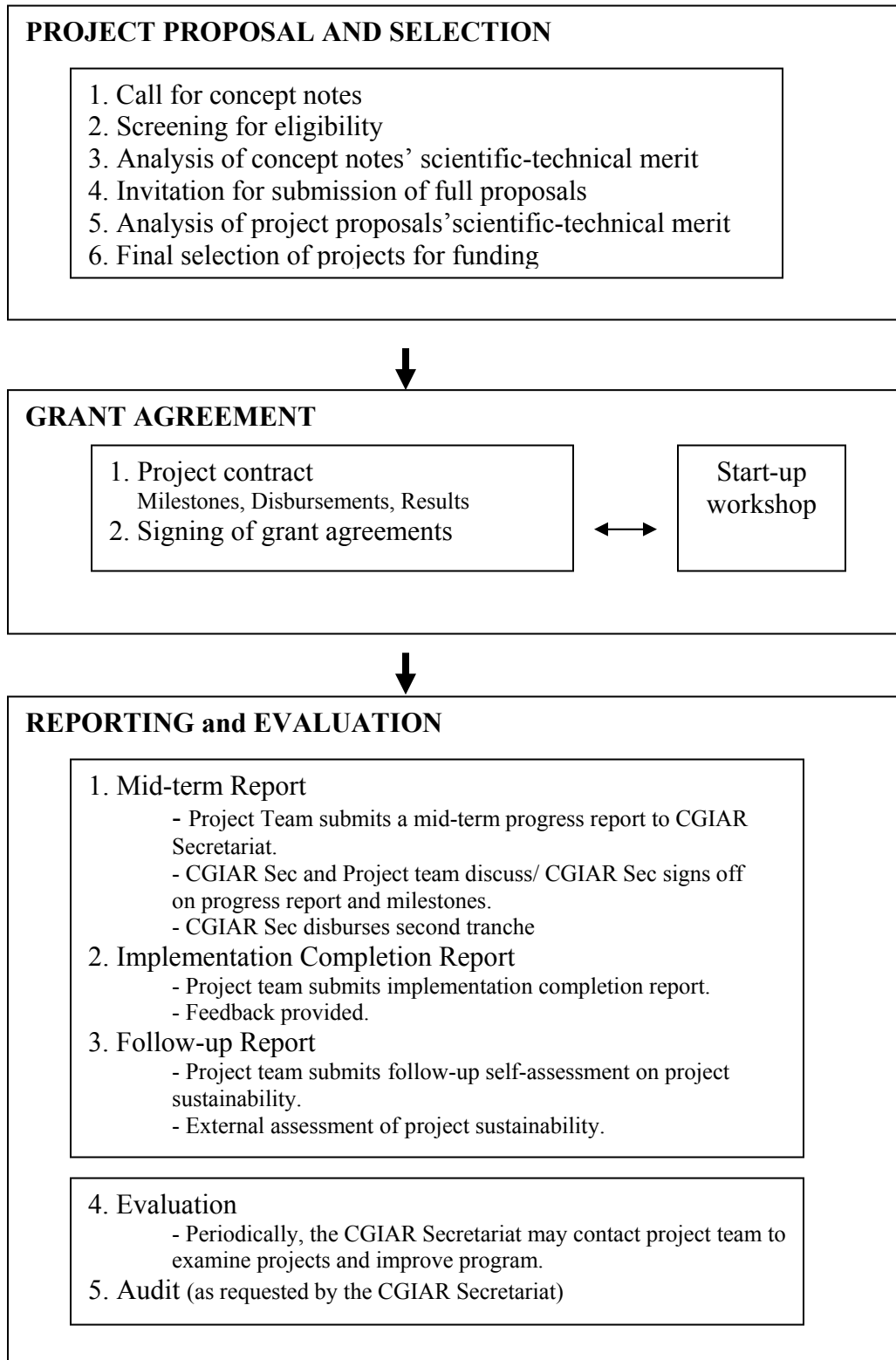
<b>Tentative Date</b>	<b>ACTIONS</b>
<b>Jan 30</b>	<b>Launch of call for concept notes</b>
<b>March 15</b>	<b>Deadline for submission of concept notes</b>
<b>May 10</b>	<b>Invitation for submission of full proposals</b>
<b>July 10</b>	<b>Deadline for submission of full proposals</b>
<b>September 15</b>	<b>Selection of projects</b>
<b>October 15</b>	<b>Signing of grant agreements</b>

<sup>7</sup> Grantees will agree to make available, by publishing, all results, methods, conclusions, data and any other intellectual assets generated with this funding in a manner consistent with the standards set for the use of the information and knowledge as prior art for the purposes of applicable patent and intellectual property law. Data and data sets will be deposited in a publicly accessible database at least one year after the end of the funding period or one year after the data is accumulated, whichever date is first.

## **Annex**

1. Overview of call and selection process
2. Template for preparation of concept note
3. Template for preparation of full proposal
4. Template for preparation of mid-term report
5. Template for preparation of implementation completion report

**Annex 1:**  
**Overview diagram: Project proposal, selection and implementation**



**Annex 2**  
**Enhancing the Impact of Research for Development:**  
**A Pilot Competitive Grants Program**  
**to support innovative partnerships and projects**

**Template for Concept Note**

Note: the concept note must not exceed **5 pages**

**I. Contact Information**

Last Name	
First Name	
Email address	
Organization Name	
Organization address	
Organization website	
Organization type	
Telephone/ Fax	
Organization description and date established	

**II. Project Details**

Title of Proposal	
Project Duration using Grant Funds (in month)	
Countries of Implementation	

**III. Primary CGIAR Center Partner**

Last Name	
First Name	
Email address	
CGIAR Center Name	
Position at Center	
Telephone/Fax	
City	
Country	

#### IV. Other Partners

Name of other Partner Organization(s)	
Type of Organization	
Name of partner	
e-mail address	

*Please copy table format if more than one other partner.*

#### V. Project Questions

- 1) **PROBLEM DEFINITION:** Describe the specific challenge you will try to address and why it is significant. Include causes of the problem and estimates of the number of people affected in your target area.
  
- 2) **OBJECTIVE:** List the specific objectives of your project
  
- 3) **PROJECT IMPLEMENTATION:** How will you implement your idea? List and describe the specific steps you will take to meet your objective(s). Explain the status of the project: is it a new project or a new phase of an ongoing project? Describe what is new and how it differs from previous phase? Have you already tested the idea on the ground?
  
- 4) **INNOVATION:** How is your project idea innovative or unique?
  
- 5) **RELEVANCE and INNOVATIVENESS of PARTNERSHIP:** How is each partner contribution critical for achieving the overall project objectives? Describe how the partnership embraces principles of joint decision-making, inclusiveness, knowledge-sharing.

- 6) **EXPECTED RESULTS:** (a) Please state the expected results of your project and its contribution to achieving sustainable food security and reducing poverty; (b) How will you measure your results? Please be as precise and quantitative as possible.
- 7) **REPLICABILITY:** What is the scaling-up potential of your project idea? What is the possibility of implementing your project idea in a different region or globally?
- 8) **SUSTAINABILITY:** What characteristics of your project will ensure that it is sustainable? How will your project continue beyond the phases funded by the CGIAR grant?

## VI. Proposed Budget

Item	Proposed budget (in US\$)
Personnel	
Research supplies and services	
Equipment	
Training and other knowledge-sharing activities	
Travel	
Communication	
General Administrative Expenses	
<b>TOTAL Project Cost</b>	
Co-Financing and Funding (no less than 30% of total project cost)	
GRANT Funding Request (no more than 70% of total project cost)	
Details of co-financing and funding sources	

**Annex 3**  
**Enhancing the Impact of Research for Development:**  
**A Pilot Competitive Grants Program**  
**to support innovative partnerships and projects**

**Template for FULL Proposal**

Note: the full proposal must not exceed **12 pages**

**I. Contact Information**

Last Name	
First Name	
Email address	
Organization Name	
Organization address	
Organization website	
Organization type	
Telephone/ Fax	
Organization description and date established	

**II. Project Details**

Title of Proposal	
Project Duration using Grant Funds (in month)	
Countries of Implementation	

**III. Primary CGIAR Center Partner**

Last Name	
First Name	
Email address	
CGIAR Center Name	
Position at Center	
Telephone/Fax	
City	
Country	

#### IV. Other Partners (if any)

Name of other Partner Organization(s)	
Type of Organization	
Name of partner	
e-mail address	

*Please copy table format if more than one other partner.*

#### V. Project Description

##### 1. Project Title

##### 2. Problem Definition

##### 3. Project Rationale and Objectives

*Describe the overall project rationale and list the project objectives. Please also describe the relevance of project partnership in achieving objectives*

##### 4. Project Implementation with timeline

*Describe (i) the methodology and (ii) list the key proposed project **activities** (including roles of partners), and planned **outputs/deliverable/milestones**, including the **timeline** for delivering these outputs.*

##### 5. Project Results and Impact

###### 5.1 Description of Intended Impact Pathway

*Describe the intended impact pathway from project outputs through outcomes to the ultimate impacts that are expected to result from the project. Please describe the causal linkages between Input -> Output -> Outcome -> Impact, and the role of the partners at different stages in this pathway.*

###### 5.2 Project Results Framework

*Please build a results framework for the proposed project complementing the **planned outputs**, with clear definitions of expected **outcomes** from the project, i.e. the external use, adoption, or influence of the projects output(s). Also define **outcome indicator** that help to assess the progress of the project against the stated outcome. Outcome indicators should be clear, relevant, adequate and monitorable to your project.*

<b>Output</b> (including planned date for delivering output)	<b>Outcome</b>	<b>Outcome indicator</b>	<b>Baseline</b> (for outcome indicator at the start of the project)	<b>Target</b> (for outcome indicator)
<b>e.g.</b> Tools and strategies to integrate biodiversity conservation into improved management practices in the Mekong Basin / by November 2008	e.g. Adoption of better land-use management strategies in the Mekong Basin for improved biodiversity conservation by forestry administration bodies and forest managers	% of Mekong Basin forest area where new tools for integrating biodiversity conservation into improved management practices are used	In 2007, 0% of Mekong Basin forest area	By 2010, 25% of Mekong Basin forest area
<p><b>e.g.</b> Documented results from consultation on practices in agricultural water management with regional stakeholders / November 2008</p> <p>Hydrological map for 3 regional catchments/ November 2008</p> <p>Simulation Model for agricultural water use of 3 regional catchments / October 2009</p> <p>Training completed of 50 Water User Association members in 3 regional catchments in using simulation model / December 2009</p>	e.g. Use of simulation model results by Water User Associations	No. of water user associations that are informed by simulation model in their water management decisions	In 2007, zero	In 2010, 50 water user associations

## **6. Project Partnership: Innovation, Roles, Responsibilities and overall organizational sustainability**

*Please describe the (i) roles and responsibilities of each partnership organization in achieving the project outcomes, (ii) how the partnership embraces principles of joint decision-making, inclusiveness, mutual learning and knowledge-sharing, (iii) and how an organizational sustainability of this partnership is envisaged.*

## 7. Proposed Budget

<b>Item</b>	<b>Grant request</b>	<b>Co-Financing/funding</b>
Personnel		
Research supplies and services		
Equipment		
Training and other knowledge-sharing activities		
Travel		
Communication		
General Administrative Expenses		
<b>TOTAL Project Cost</b>		

Please provide details on other co-financing and funding sources

## Annex 4: Template - Mid-term Report

Note: the Mid-term Report must not exceed **5 pages**

### I. Executive Summary (max. of 500 words)

### II. Background Information

<b>Project Title</b>	
<b>Name and contact information of Project Leader</b>	
<b>Total Award</b>	US\$
<b>Amount Disbursed to Date</b>	US\$ (.... % of the Total Award)

### III. Progress against planned Outputs

1) List the output objectives, including the measurable milestones in the first column as expressed in the Grant Agreement. The second column should indicate the current status of each output/milestone. In the third column, please provide quantitative data and qualitative information describing the status of the project against that particular output.

<b>Planned Output/ Milestone (Copy from the Agreement)</b>	<b>Status (Completed/ In Progress)</b>	<b>Descriptive Information on the Status</b>
e.g. Strategies for improving formal and informal seed systems for potato and sweetpotato validated in LAC, SSA and Asia: At least 40 NARS researchers and seed growers trained on improved potato seed production practices in Georgia and Uzbekistan	Completed	50 NARS researchers and seed growers trained on improved potato seed production practices in Georgia, Uzbekistan and Ethiopia

ii) If you did not achieve some of your stated output objectives, explain the reasons.

iii) If your project's overall accomplishments to date exceeded the original plan, describe how?

#### IV. Overall Project Progress

1) What have been the main challenges of your project to date? What, if any, adjustments have you made to your original business plan in order to overcome the challenges and meet your objectives?

Challenges:	Adjustments:

2) Have any of your objectives changed or have you added new objectives since you signed your Project Agreement? If Yes, explain the changes.

Yes       No

3) Do you have any concerns about meeting your next output objectives?

Yes       No

If Yes, what are the concerns and how do you plan on addressing those challenges?

4) Describe (i) the three key actions that supported the collaborative work across the project partners (ii) any obstacles to the partnership and your idea for overcoming these obstacles

5) Although this is an interim report, are there any development outcomes or results of your activities to date that you would like to call attention to?

**V. Project Financial Report for this Reporting Period –Template**

<b>Name of Lead Institution</b>			
<b>Name of the Project</b>			
<b>Funded by CGIAR Competitive Grants Program</b>			
Financial Report As of (date) in US\$			
Grant Amount: _____			
Grant Period: _____			
	<b>Approved Budget</b>	<b>Expenses</b>	<b>Balance</b>
<b>Expenses</b>	( a )	( b )	( c = a - b )
Personnel			
Research Supplies			
Equipment			
Training and Knowledge Sharing Activities			
Travel			
Communication			
General Administrative			
Total			
<b>Fund Reconciliation:</b>			
Funds Received:			
1. date		xxxx	
2. date		xxxx	
		xxxx	
Less: Disbursed ( b )			
<b>Fund Balance</b>			
Certified Correct:			
	_____	_____	
	Chief Finance Officer	Project Team Leader	

## Annex: 5                      Template - Implementation Completion Report

Note: the project completion report must not exceed **5 pages**

### I. Executive Summary (max. of 500 words)

### II. Background Information

<b>Project Title</b>	
<b>Name and contact information of Project Leader</b>	
<b>Funding Period</b>	Month, Year to Month, Year
<b>Total Award Amount</b>	US\$ 000,000

### III. Work Program

1) Provide a cumulative description of the activities and outputs achieved, using as reference the planned activities and outputs in the grant agreement and any changes addressed in the mid-term report. If any activity/output was not carried out during the project duration, please explain why.

2) Characterize the partnership between all the institutions involved in this project. Include a description of (i) the three key actions that supported the collaborative work across the project partners (ii) any obstacles to the partnership and your idea for overcoming these obstacles.

### IV. Project Outcome and Impact

1) Please describe the outcomes from this project, using as a reference the results framework, including the outcome indicators and targets established in the grant agreement.

2) Please also describe any impact, longer range social, environmental and economic benefits, that is likely to be attributed to the project outcome.

### V. Sustainability and Replicability

1) Describe how the project continues to yield benefits beyond the period of the grant.

2) Describe whether and if so, how this partnership will be sustained beyond this project.

3) Describe how you suggest the project idea can be scaled-up and scaled-out.

#### IV. Project Financial Report - Template

<b>Name of Lead Institution</b>					
<b>Name of the Project</b>					
<b>Funded by CGIAR Competitive Grants Program</b>					
Financial Report					
As of (date)					
in US\$					
<b>Grant Amount:</b> _____					
<b>Grant Period:</b> _____					
Expenses	Approved Budget ( a )	Mid-term Period ( b )	Expenses Current Period ( c )	Cumulative ( d = b+c )	Balance ( e = a-d )
Personnel					
Research Supplies					
Equipment					
Training and Knowledge Sharing Activities					
Travel					
Communication					
General Administrative					
<hr/>					
Total					
<hr/>					
<b>Fund Reconciliation:</b>					
Funds Received:					
1. date		xxxx			
2. date		xxxx			
		xxxx			
Less: Disbursed ( d )					
<b>Fund Balance</b>					
<hr/>					
Certified Correct:					
_____ Chief Finance Officer			_____ Project Leader		