



Bioresources Innovations Network for Eastern Africa Development Programme (BiInnovate Africa)

(2016–2021)



Programme Implementation Manual



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Acronyms and Abbreviations

BioEARN	Eastern Africa Regional Programme and Research Network for Biotechnology, Biosafety and Biotechnology Policy Development
CPA	Collaborative Project Agreement
CGM	Competitive Grant Mechanism
<i>icipe</i>	International Centre of Insect Physiology and Ecology
IP	Intellectual Property
MTA	Material Transfer Agreement
MEL	Monitoring, Evaluation and Learning
PAC	Programme Advisory Committee
PLs	Project Leaders
PMO	Programme Management Office
RBM	Results Based Management
Sida	Swedish International Development Cooperation Agency

Preface

This Manual, being the revised version of the one used in Phase I (2010–2015), is intended to be a guide on how to implement the BiInnovate Africa Programme Phase II and its subprojects. It considers the new institutional arrangements and the unique features of BiInnovate Africa Programme Phase II (2016–2021).

The Manual covers all the procedures involved in project implementation, including decision-making processes, thematic calls, review processes, fund allocations, monitoring and evaluation, and reporting and auditing. This Programme Implementation Manual was produced for the Programme Management Office (PMO), Programme Advisory Committee (PAC), independent reviewers, implementing partners, consultants, project evaluators, and independent auditors. The Annexes to this Manual provide model guidelines and templates for key processes and procedures, including reporting and managing results of the Programme and its sub-projects.

Since this manual is a living document, it may be revised from time to time, as need arises.

Julius Ecuru, PhD
PROGRAMME MANAGER

1.0 Overview of BiInnovate Africa Programme

1.1 Background

The Bioresources Innovations Network for Eastern Africa Development Programme (BiInnovate Africa) is a regional initiative supported by the Swedish International Development Cooperation Agency (Sida) since 2010, to assist countries in eastern Africa secure benefits from the revolutionary advances in biosciences, by converting their technologies to innovations, for inclusive growth and sustainable development. The Programme supports scientists and innovators in the region to link innovative bio-based research ideas and technologies to business and the market. Making such links translates bioscience research outputs into goods and services for beneficial societal use, and expands opportunities for creating new jobs, increasing household incomes, and reducing poverty in an environmentally sustainable way. BiInnovate Africa is based at the International Centre of Insect Physiology and Ecology (*icipe*) in Nairobi, Kenya, and operates in six eastern African countries, namely Burundi, Ethiopia, Kenya, Rwanda, Tanzania and Uganda.

BiInnovate Africa evolved from the Eastern Africa Regional Programme and Research Network for Biotechnology, Biosafety and Biotechnology Policy Development (BioEARN) (from 1999 to 2009), which was a regional network of research excellence in biosciences to its current state as a regional bioscience innovation network to support eastern Africa development. In Phase I, the Programme focused on building innovation platforms on crop improvement technologies, value added products from sorghum and millet, sustainable utilisation of agro-industrial waste, and bioscience innovation policies. The Programme demonstrated the value of a regional collaborative effort, between scientists, the private sector and policy actors, to generate products and technologies of regional benefit. Some of the innovations included: new disease-resistant and drought-tolerant crop varieties of cassava, millet, sorghum and beans; non-alcoholic malted drinks; and integrated systems for wastewater treatment. In Phase II, the Programme continues to build on these efforts with more emphasis on linking innovative bio-based ideas and technologies to business and the market.

1.2 Goal and Expected Outcome

BiInnovate Africa Programme aims to improve the productivity of smallholder farmers and communities in eastern Africa, by making agro/bio processing a more competitive and environmentally sustainable enterprise. With the Programme's support, scientists, researchers and innovators based at the region's universities and research organisations work with the private sector to contribute to this goal. It is expected that the capacity of the scientists, researchers and innovators (and their organizations) to link innovative bio-based research ideas and technologies to business and the market will increase in Phase II of the Programme.

1.3 Objectives

The key objectives of the Bio-Innovate Africa Programme Phase II are to:

- a. Generate biosciences innovations that address the needs of smallholder farmers and agro-processors in the region.

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- b. Evaluate relevant policy options, to support scientists in their efforts to promote bioscience innovations for smallholder farmers and agro-processors.
- c. Establish BiInnovate Africa as an independent, legally registered, not-for-profit organisation.

1.4 Thematic Areas

The thematic areas in BiInnovate Africa Programme Phase II are:

- a. Value addition to agro-produce and creation of agribusiness opportunities for smallholder farmers.
- b. Value addition to agro-waste/biowaste, in support of climate change mitigation and environmental sustainability.
- c. Development of policies, capacity, and tools to deliver bioscience innovations to smallholder farmers and agroprocessors.

2.0 Programme Management and Governance

2.1 *icipe* and Sida

Sida and *icipe* signed an agreement in October 2016 for the latter to implement the BiInnovate Africa Programme Phase II. BiInnovate Africa is based at *icipe*, which has the overall administrative, legal, and fiduciary responsibility for the Programme. *icipe* also provides the necessary supportive working environment for the smooth implementation of the Programme. More specifically, *icipe* is responsible for management of funds and accountability to Sida and other donors for the proper use of Project funds in accordance with the intent of the approved BiInnovate Africa Phase II Programme Proposal and the terms and conditions of the Agreement between the Parties. *icipe* provides the necessary professional and administrative support, including human resources management, and financial, legal and other services required for the successful implementation of the Programme. Furthermore, *icipe* ensures that the Programme Management Office (PMO) operates efficiently, using the Centre's financial and administrative systems. Sida and *icipe* hold annual review meetings to discuss progress on Programme implementation.

2.2 The Programme Advisory Committee

A Programme Advisory Committee (PAC) is appointed by *icipe* to provide technical support and guidance to the Programme. In addition, the PAC works towards increasing BiInnovate Africa's visibility, ownership, and sustainability within the region. The PAC also integrates and harmonises the Programme goals with national and regional priorities. The PAC consists of seven members who are independent experts who have not applied for, or are implementing, a BiInnovate Africa sub-project. The PAC members are nominated based on their expertise and experience, as described in the BiInnovate Africa Programme document and the PAC's terms of reference. The PAC meets twice a year to select and/or review progress with implementation of projects. The PMO, however, may convene special meetings of the PAC, to address urgent issues.

2.3 BiInnovate Africa PMO

The PMO is based at *icipe* headquarters in Nairobi, Kenya. It is responsible for the day-to-day management of the Programme. The PMO consists of: a Programme Manager, Business Development Manager, Finance and Administration Officer, Communications Officer, Programme Assistant and other staff that may be hired from time to time.

The PMO serves as Secretariat for the PAC. It is also responsible for the following:

- a. Setting up the competitive grants scheme (CGS);
- b. Developing implementation guidelines for BiInnovate Africa-supported projects;
- c. Preparing sub-agreements/contracts/memoranda of understanding (MoUs) for all organisations involved in the implementation of BiInnovate Africa-supported projects;
- d. Organising BiInnovate Africa project inception workshops, stakeholders' meetings, and project review meetings;
- e. Coordinating marketing, advocacy and public relations, to create visibility for BiInnovate Africa;

- f. Networking and creating synergies with relevant partners and stakeholders within and outside the region;
- g. Advising on proper management of Intellectual Property Rights, including agreements between partner organisations;
- h. Keeping up-to-date financial records and management standards in accordance with the financial and operational guidelines of *icipe*;
- i. Maintaining valid and accurate records pertaining to financial utilisation by sub-projects;
- j. Managing procurement, logistics and other administrative services for the BiInnovate Africa Programme;
- k. Carrying out monitoring and evaluation of sub-projects supported through the Programme;
- l. Preparing semi-annual and annual technical and financial reports for submission to Sida;
- m. Organising and participating in Annual Review Meetings.

2.4 The Independent Expert/Peer Reviewers

Independent expert/peer reviewers are identified from time to time to support in the technical review and evaluation of concept notes and full proposals before PAC's final deliberations. Expert/peer reviewers are internationally recognised individuals with experience in agricultural and environmental science innovations, technology commercialisation, science policy, bio-based incubation, and business development. All expert/peer reviewers possess a high level of professional experience in the public or private sector in research and/or practice in biosciences innovation in eastern Africa. They also have experience in one or more of the following areas:

- a. Project evaluation;
- b. Use of research findings and technological development projects to solve development challenges in agriculture, industry and the environment;
- c. Business development and commercialisation;
- d. Science and innovation policy.

2.5 Project Leaders

The Project Leaders (PLs) are responsible for the implementation of projects.

The PLs are responsible for:

- a. Ensuring that their projects deliver the intended results, thereby contributing to the overall objectives and outcomes of the BiInnovate Africa Programme;
- b. Routine management of the project;
- c. Providing support to project partners in managing operations;
- d. Ensuring that effective communication and the necessary synergies are maintained within the project;
- e. Coordinating contractual arrangements between the PMO and the other project partners;
- f. Preparing project work plans, progress and financial reports, and ensuring timely submission to the PMO;
- g. Maintaining valid and accurate records of the projects;
- h. Preparing summary briefings on the project for use during monitoring and evaluation exercises;

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- i. Working closely with the PMO on dissemination of project activities;
- j. Addressing challenges within the project;
- k. Facilitating the signing of memoranda of understanding and material transfer arrangements among project implementing organisations;
- l. Performing any other activity that ensures the smooth operation of the project.

3.0 Competitive Grant Mechanism

3.1 The Process

BioInnovate Africa Programme follows a two-stage process of selecting projects. The steps and processes involved in the competitive grant scheme from the point of call for concept notes through to final funding are schematically indicated in Figure 1 below:

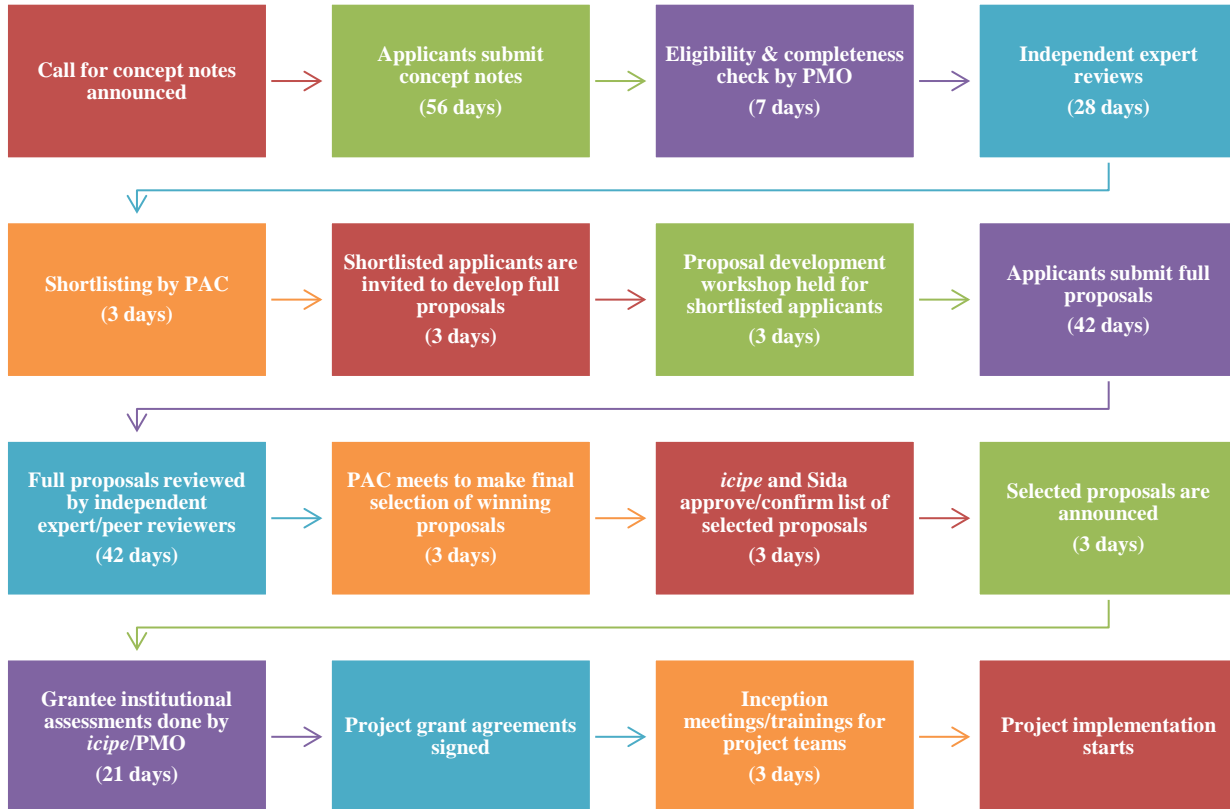


Figure 1: The *main* processes and procedures in a competitive *grants* scheme

3.2 Call for Concept Notes

The PMO, in consultation with the PAC, develops guidelines for calls for concept notes and for developing full proposals. The Call for Concept Notes is published in local newspapers and on webpages, and circulated through networks in and outside the region. Each Call is designed to ensure regional presence and relevance, inclusiveness, feasibility and efficiency, gender considerations, innovativeness and the likelihood of benefit to smallholder farmers and communities in the region.

3.2 Full Proposal Development

When the concept notes are received, the PMO checks for eligibility and completeness of the applications. The qualifying concept notes are sent to independent expert/peer reviewers to review in detail, and score and rank them; after which the PAC reviews and prepares a shortlist of concept notes that proceed to the full proposal development stage. Independent experts review all full proposals. Applicants of selected projects may still be required to adjust their proposals during subsequent reviews, to ensure that the proposals have the right profile of expertise and information. In certain cases, seed funding may be awarded to enable the project teams to meet the requirements for full support. The PAC, using the results of the expert reviewers, convenes to make a final selection of the projects. Depending on the stage of project along the innovation chain, all projects are for a maximum period of three years.

3.3 Guidelines for Project Selection

The Programme requires that projects selected for funding should have completed the proof-of-concept stage with potential for deployment. Projects may involve innovative technologies developed elsewhere in the world, but with the potential to be adapted in the region, as a commercial or business opportunity.

All proposals are reviewed and evaluated on a competitive basis against set evaluation criteria; which, *inter alia*, include the following:

a. General considerations:

i. **Relevance to the Programme's overall objective.**

The proposal should demonstrate how the project would contribute to sustainable socio-economic development in an inclusive manner in the region, through supporting smallholder farming systems and agriprocessors with agribusiness options;

ii. **Demonstrated to be demand-driven.**

The proposal should prove that there is demand for the project from the processing industry or smallholder farmers, to ensure that the Programme delivers research-for-impact;

iii. **Strategic value.**

The proposal must show how the project is strategic to the region and its potential to act as a model that demonstrates effective methods and approaches, to add value to agro-produce and bio-waste;

iv. **Capacity building.**

The project should demonstrate how it would develop and increase research and innovation capacity. This may involve technical research capacity and research capacity into aspects of innovation systems, incubation, and bio-entrepreneurship.

b. Essential criteria

i. **Innovation:**

The proposal should define the innovative technology, product or service it is promoting and the scientific or technological challenge it is addressing. It is important to demonstrate the innovativeness or unique aspects of the technology, product, process, or services being introduced. This includes bioscience research products or processes developed in the region or a technology existing elsewhere in the world that can be transferred to the region as a business opportunity benefiting agro-processors and smallholder farmers;

ii. **Link to business, market knowledge (including potential competitiveness).**

Project partners must demonstrate a deep understanding of markets for the suggested bio-innovation. Project partners must also show to what extent the project outputs (a product and/or a new process) will be competitive and viable from a business and/or social impact perspective. In certain cases, the project outputs are valuable public goods, benefiting a community or society, although with zero or low profitability. In that case, project partners must demonstrate its potential value to society and long-term financial sustainability;

iii. **Private sector linkages.**

It is crucial that the private sector and market actors (including community-based organisations) are on board and involved in the initial design and planning of the project;

iv. **Gender responsiveness.**

Includes the way women and men may be affected by the project. The proposal should ensure equitable participation of men and women right from the design stage;

v. **Composition, quality and qualification of the project team.**

Includes track record of project leaders. Project partners should define their roles, how collaboration and management will be done, and satisfy the PMO that they have access to all the required expertise. Inclusion of international expertise with key competence could be essential in this regard.

vi. **Regional approach.**

Projects must demonstrate the potential for implementation in more than one country in the region, and project teams should demonstrate regional involvement.

3.4 Addressing Policy Issues in Projects

The Programme liaises with the Councils, Commissions, and Ministries of Science and Technology in the respective countries. These national entities and partners support the Programme in addressing policy and regulatory issues necessary to foster bioscience innovations in the countries and region. The PMO may engage consultants whenever the need arises, to undertake specific smaller and/or shorter-term policy assignments (such as undertaking policy studies or preparing “policy papers” or policy briefs based on a tender process). The PAC and the PMO shall endeavour to ensure that policy-related barriers are identified during the project proposal development and addressed during project implementation.

3.5 Composition of Project Teams

Project teams must include partners from at least two or three countries in the region, and may include collaborators from outside the region as well. Project partners should come from different organisations. Multinational organisations with branches in different countries are treated as one and the same entity. Collaborators are not co-applicants in a project; however, their role is described in the proposal and they may be part of a collaborative project agreement. In other words, a collaborator is not part of the core project team, but could assist the team with technical or other expertise. BioInnovate Africa Programme does not provide direct funding to collaborators. Collaborators may, however, complement the resources provided by BioInnovate Africa Programme to the project teams. Partnering organisations from the public and private sectors are involved at various stages of the innovation process. It is a requirement that public sector project teams have strong links with the private sector, smallholder farmers, and/or other product delivery agents, who should be involved right from the beginning. The projects are designed to link with business and market, especially for innovative technologies that benefit smallholder farmers and communities.

3.6 Student Involvement

Postgraduate students at MSc and PhD levels are incorporated in the project teams, to provide research support and to gain relevant skills of linking scientific ideas and technologies to business and the market. Students register at local universities or other higher institutions of learning in the region, where they take their courses but find opportunities to carry out research within the BioInnovate Africa projects. The Programme can also assist students to utilise facilities at advanced research organisations, centres, and laboratories in the region. BioInnovate Africa, however, does not confer degrees to these students. The formal academic responsibility for conferring degrees lies with the universities and/or other higher institutions of learning where the students are registered. BioInnovate Africa Programme provides a monthly stipend to students for the period of their research in a BioInnovate project for a maximum of 12 months for MSc students, and 24 months for PhD students. The amount to be paid as stipend is determined by the standard rate offered at the university or organisation where the student is registered or affiliated.

3.7 Matching Funds

Support from BioInnovate Africa Programme Phase II funds will be conditional on the demonstration of strong organisational support, as well as matching funds, from social impact investors, governments in the region, and the private sector. The mode of matching funds may be based on either provision of actual funds and/or in-kind contributions of staff, infrastructure and other organisational support. This matching support by all the partners should constitute 25% of the total project budget; and should be over and above the requested amount from BioInnovate Africa funding.

3.8 Decisions for Funding

Funding will only be given to projects where it can be demonstrated that a regional approach is more effective than individual national project approach. The PAC, following a peer review process by at least three independent experts, will undertake an evaluation of proposals. The PAC will make final selection of projects, which *icipe*/Sida shall approve/confirm for funding. Successful project teams will then sign a project grant agreement with *icipe* for funding by the BioInnovate Africa

Programme upon satisfactorily completing an institutional/financial assessment by *icipe*. The Project Leader may not change the project partners (including linked third parties). The Project Leader should notify the PMO immediately if one of the team members can no longer participate in the project.

4.0 Project Grant Agreements

4.1 Conditions of Engagement

A project grant agreement (Annex 1) is signed between *icipe* and the implementing project partner organisation. It states the roles and responsibilities of the project leader, project partners, and *icipe* (BioInnovate Africa Programme) with respect to the project being implemented. The implementing partner organisation reviews the agreement and if acceptable, signs and returns it to *icipe* for signature on its part. The project agreement becomes effective with signatures by all the parties concerned.

4.2 Signatories to the Project Grant Agreements

The signatories to the project agreement shall be the Director General of *icipe* and heads of the implementation partner organisation or their designees.

4.3 Collaborative Project Agreement(s)

Each implementing partner organisation shall sign a collaborative project agreement (CPA) that defines the relationship between them. Such an agreement shall define the role of each partner, the amount and schedule of their contributions, reporting and monitoring requirements, as well as the intellectual property rights of each partner. It shall also define and govern any movement of genetic materials between and among the partners, as well as third parties. The implementing partner organisation shall submit a signed collaborative project agreement to the PMO before release of the first instalment of funds. A model CPA and a material transfer agreement (MTA) are in Annexes 2 and 3, respectively.

5.0 Project Implementation

5.1 Commencement of Project Implementation

A project commences after the signing of the project agreement with *icipe*. The Centre disburses the first instalment of funds to the implementing partners upon signing the project agreement, for starting up initial activities of the project, based on the approved yearly plan of activities (format for yearly plan of activities/annual work plan is in Annex 4). The PMO shall record the actual commencement of every project for management and monitoring/evaluation purposes.

5.2 Project Inception Meeting

The Project inception meeting should be held when the following are in place:

- a. All collaborating partners have signed an agreement, contract, or MOU (where applicable);
- b. The PMO has received a yearly plan of activities or annual work plan for the first year (YPA 1).
- c. The Project has made adequate preparations in terms of project inputs (such as facilities, project sites, and related arrangements).
- d. The Project has opened a separate bank account for the project funds.

The Project Leader shall notify the PMO in writing about the date and venue, as well as list of participants of the project inception meeting. The Project shall submit an inception report to the PMO within 14 days after the inception meeting.

6.0 Project Fund Management

6.1 Financial Management

Sound financial management is essential for an effective and efficient implementation of projects. BioInnovate Africa's financial management activities will be carried out within the financial and administrative framework of *icipe* and contractual provisions between the Programme's donors and *icipe*. These provisions will, by extension, apply to implementing partners. It is incumbent upon *icipe* and partners to ensure that the Programme's financial resources are correctly and effectively used for the project. *icipe* shall carry out a financial and administrative framework assessment of the partner organisation, prior to signing a project grant agreement and initial disbursement of funds.

6.2 Eligible Project Costs and Budgeting

6.1.1 Eligible Project Costs

Eligible costs are those that are budgeted, approved and incurred as expenses in implementing the Programme and the projects it supports. It is essential to ensure that the costs are:

- a. Budgeted for and approved by the relevant authority;
- b. Incurred for the purposes of the project; and
- c. Reasonable when compared to the prevailing market prices.

6.1.2 Budgeting

In the preparation of project budgets, common cost categories include:

- a. Personnel
- b. Equipment
- c. Facilities and minor civil works
- d. Supplies and services
- e. Travel and subsistence
- f. Operational costs
- g. Overhead (indirect) cost percentage.

To enhance an effective and efficient project implementation, output-based budgeting shall be used as the more preferred option to the natural cost classification budgeting.

6.3 Disbursement of Funds

The PMO, upon receipt of biannual progress reports (by 31 July and 31 January), as well as financial reports, and based on clear milestones of the project, will disburse funds to support the project's activities as per approved YPA.

The implementing partner shall make an official request for funds, addressed to the Programme Manager, BioInnovate Africa Programme, *icipe*, with the following information:

- a. Project code and title,

- b. Amount requested (in US Dollars),
- c. The activity period for the funds requested,
- d. Full account name,
- e. Full account details (Account number, swift code, or IBAN),
- f. The bank name, branch and address,
- g. Intermediary bank details, if applicable.

6.3.1 Initial Disbursement

Initial disbursement of funds by *icipe* to implementing partners will be contingent upon:

- a. Disbursement to *icipe* from Sida (or other donors) and upon approval of yearly activity plans and the budget thereof;
- b. The implementing partner's fulfilment of requisite requirements, including:
 - i. Signed project grant agreement,
 - ii. Signed collaborative project agreement,
 - iii. Approved activity plan and budget,
 - iv. Separate bank account or the equivalent thereof, and
 - v. Satisfactory completion of a partner's institutional/ financial and administrative assessment form.

6.3.2 Subsequent Disbursement

Subsequent fund disbursements will be contingent upon:

- a. Approved activity plan and budget for the implementation period, in line with the agreed project milestones;
- b. A satisfactory technical and financial report to account for the previous advance;
- c. Approval from the respective Project Leader.

6.3.3 Final Disbursement

The PMO will make the final disbursement of funds upon receipt of the last biannual progress report and a justified request for payment, considering the costs foreseen in the last YPA necessary to complete the project. An amount equivalent to 10% of the last half-year budget will be retained by PMO until satisfactory final technical and financial reports are submitted. The implementing partner shall return to PMO any unused funds within one month of submission of the final reports.

6.4 Withholding Fund Disbursements

The PMO may withhold the disbursement, wholly or in part in the following circumstances:

- a. Loss of focus on the main objective(s).
- b. Occurrence of substantial deviations from the project plan and budget.
- c. Failure to deliver reports and to meet reporting schedules as agreed.

The PMO shall, however, initiate discussions with the concerned project partners, before taking such a decision. In case of substantial deviation from project plans and budgets presented in the partner agreement, the PMO may recover the disbursed amount, wholly or in part, from the affected project partner(s).

6.5 Financial Reporting

The project's financial information on fund utilisation shall be frequently reviewed, to ensure that it can generate reports that will satisfy the Programme's reporting requirements and facilitate managing of project operations. This includes suitable arrangements for: (i) communicating financial information to the project leader, project teams, and PMO; (ii) maintaining effective communication with the implementing partners, project leaders and the PMO; and (iii) setting clear procedures for preparing, signing and submitting the financial report required by the Programme. There shall be periodic comparison of project activities against plan, and actual expenses against budget, to enable the PMO and project teams to assess the quality and performance of the projects.

Financial reporting will be carried out biannually based on the budget and activity plans for the reporting period and comply with all applicable accounting standards.

The following will constitute a biannual or annual financial report:

- a. A summary financial report duly signed and as per the official standard reporting template;
- b. A ledger supporting the figures in the financial reports;
- c. Supporting documents relating to all figures reported;
- d. An updated inventory list of assets procured under the project;
- e. A copy of the project cash book and bank statement reconciled; and
- f. Any other relevant documentation as may be requested from time to time.

Biannual technical and financial reports shall be sent to the PMO latest by 31 July and 31 January of every project year.

6.6 Auditing

6.6.1 The Audit Process

The International Auditing and Assurances Standards Board's (IAASB) International Standard on Auditing, ISA 315, shall guide the objectives and scope of the audit as a basis for risk assessment and a report issued thereof, in accordance with ISA 800. *icipe* will audit the BiInnovate Africa Programme in February. To facilitate and expedite the audit exercise and for cost-effectiveness, the implementing partner shall submit all original support documents for the reported expenditures together with periodic financial reports by 31st July and 31st January each year. A separate financial statement together with certified copies of supporting documents shall be submitted for the matching fund component. The Programme will bear the cost of the audit.

6.6.2 External Auditors

icipe will select duly recognised, external, independent and qualified auditors, in accordance with its procurement procedures. The PMO shall prepare the terms of reference for the auditor. Sida shall approve the selection of the auditor.

The auditor shall submit an audit report. The auditor shall prepare a management report stating audit findings and weaknesses, if any, identified during the audit process. The auditor shall also make recommendations to address the weaknesses identified and present the recommendations in priority order.

6.6.3 Scope of Audit

Audits of financial statements for the BiInnovate Africa projects include:

- a. An assessment of the adequacy of accounting and internal control systems that enhance effectiveness, efficiency, safety, transparency and accountability for resources;
- b. Establishing whether the project implementing entities have maintained adequate documentation of all relevant transactions;
- c. Verifying that the expenditures submitted to the PMO are eligible; and
- d. Verifying that amounts in the financial statements submitted to PMO can be traced to amounts in the implementing partners' financial system.

6.6.4 Audit Checklist

The following is a general audit checklist:

- a. Reporting is in accordance with agreed conditions;
- b. Activities for which funds were awarded have been implemented;
- c. Costs stated in accounts agree with actual supporting documentation and/or examined reports from recipient party;
- d. The self-funding component has been accounted for correctly;
- e. The organisation has signed an agreement with the local partner organisations to which it channels grant funds;
- f. The partner organisation has a separate bank account or equivalent arrangement for managing funds and that transactions with it are signed by a minimum of two individuals in the implementing organisation;
- g. Received and accrued interest on funds is accounted for correctly;
- h. It is stated in the final report if funds are to be paid back.

6.6.5 Monitoring Audit Compliance

The PMO shall ensure that consultations take place among the project team members to identify remedial actions, which may include, for example:

- a. Providing technical assistance to the implementing entity, if financial management capacity is inadequate;
- b. Requesting for audited financial statements, if the quality of the financial statement is unacceptable;

- c. In cases where the expenditures are ineligible, request for additional evidence of eligibility of the expenditures, submission of documentation for other eligible expenditures, or a refund of the amount disbursed.

6.6.6 Financial Records Management

The creation and maintenance of records is integral to the implementation of project activities, and there is an implicit assumption that records of all actions are kept by *icipe* and by extension, implementing partners. The records must be filed and made available to support each stage of the project cycle.

All records created for each financial transaction must form part of that transaction. Those records must be preserved and classified for ease of access, reference, and to facilitate a paper trail (supporting documentation) and production of financial reports. These documents include, for example:

- a. Payment vouchers
- b. Supplier's/provider's invoices
- c. Delivery note/receipts
- d. Quotations
- e. Purchase order
- f. Goods received notes
- g. Service delivery reports
- h. Field trip reports
- i. Training reports
- j. Confirmation of payment from the paying institution
- k. Acknowledgement receipt of payment from the receiving institution.

NB: It is important to ensure the following in the above documents:

- a. Legible narration of what the transaction relates to
- b. Relevant dates
- c. Relevant requesting, approving, and authorising signatures
- d. Clearly stated amount
- e. Relevant stampings, for example "PAID".

6.7 Procurement

Procurement shall be done in accordance with the implementing partner's procurement policies and guidelines, provided they are consistent with *icipe* procurement policies and guidelines. Procurement should be done in an efficient and sound manner, ensuring transparency, economy and value for money, as well as integrity in contract management. Where an implementing partner has insufficient procurement capacity, they shall rely on procurement by *icipe*.

7.0 Project Monitoring, Evaluation and Learning

7.1 Introduction

BiInnovate Africa Programme ensures that funding is used as efficiently as possible, to achieve the desired impact. Thus, it is necessary for all actors to implement a continuous and rigorous system of monitoring, evaluation and learning (MEL). Each project is required to have a results based management (RBM) framework that has clear outputs and outcomes, as well as indicators. The PMO shall ensure that project outputs and outcome indicators are well structured and project performance monitored annually. The results from the annual monitoring exercise will inform the PMO and the PAC on the project's continuity.

7.2 Project Monitoring and Review

7.2.1 Monitoring by the Project Teams

All project teams shall have an in-built monitoring system, to assess progress towards achieving their objectives. This may involve setting up a project steering committee comprising at least three members including the Project Leader. Implementing the monitoring system shall be part of the annual workplans and in accordance with the results based management framework of the project. Results of the monitoring shall be incorporated in the progress reports submitted to the PMO.

7.2.2 Monitoring by the PMO

The PMO shall monitor the outcome indicators and performance targets annually, to help track progress towards realising the Programme's objectives. The PMO uses information in the consolidated projects' technical and financial reports in the monitoring exercise. Additionally, the PMO shall make field visits (where necessary), to collect relevant indicator data.

7.2.3 Review Missions

The PMO and PAC shall conduct periodic project review missions to project sites. These will include visits to, and interaction with, Project Teams and Heads of their organisations, as well as other stakeholders. The aim of the review mission is to assess progress with implementation of project activities, as per the approved project annual workplans and budgets. The review missions cover technical and financial aspects of project implementation. Photographs and videos may be taken during the review missions, and may be used in BiInnovate Africa Programme publications, to document success stories and for archiving in a photo library.

7.2.4 Annual Review Meetings

Annual review meetings shall be held involving Sida and *icipe*. The meetings, which shall be held at agreed times during the year, shall review technical progress with implementation of the Programme, annual workplan and budget, the results framework, operational issues, and any other issues necessary to ensure smooth implementation of the Programme.

7.3 Project Reports

The BiInnovate Africa Programme requires proper documentation and reporting of project results. The main reports include an inception report, progress reports, financial reports, and a completion report. The reports may contain visual materials, e.g. graphs, diagrams, pictures, and audio-visual clips.

7.3.1. Inception report

Within one month of signing the project agreement, the Project Leader shall convene an inception meeting involving the project team members and relevant stakeholders. The Project Leader shall share the agenda, venue, and list of participants of the meeting with the PMO prior to the meeting. The inception meeting aims to bring all partners on board, involve stakeholders, kick-start project activities, and address any outstanding implementation issues.

The project team shall prepare and submit an inception report to the PMO. The report shall contain the following information:

- a. Title, date and venue of the meeting
- b. Project summary
- c. Issues discussed
- d. Recommendations
- e. Actions to address recommendations and timelines for those actions
- f. Annexes: One group photo, list of participants, and any other relevant information.

The Project Leader shall submit the inception report within two weeks from the date of the inception meeting.

If, within three months after signing the project agreement, the project has not embarked on any of the planned activities, the implementing partner will report to the PMO, stating:

- a. Reasons for the delay in start-up;
- b. Any preparatory activities that are nevertheless underway;
- c. Measures that are being taken, or could be taken, to commence activities;
- d. Any revision of the detailed workplan that appears necessary because of the delay.

If within a further three months there is still no progress, the implementing partner shall provide another report to the PMO. The PMO will bring the matter to the attention of the PAC at the next PAC meeting.

7.3.2. Progress Reports

Progress reports shall be prepared by the Project Leader every six months (biannual) and submitted to the PMO by 31 July and 31 January. A format for preparing progress reports is given in Annex 5. The progress report shall contain appendices such as manuscripts, publications, images or other technical information that explains the scientific results, findings, products, and so on, of a project.

7.3.3. Financial Reports

Half-year financial reports shall be sent to the PMO latest 31 July and 31 January of every project year following the format in Annex 6.

The biannual financial reports shall be based on the statement of accounts and cover the revenue and expenditures as compared to the budget for the entire operation, including all sources of financing.

All the implementing partner organisations will prepare and send a signed hard copy, as well as a soft copy, of their financial reports to the PMO.

7.3.4. Completion Report

The purpose of the completion report is to record all the relevant information regarding the project. The completion report summarises the main outputs of the project and the extent to which the objectives have been achieved. It also includes a summary of the resources used. The format for completion reports is provided in Annex 7. The project team may hold a final Project Results and Experience-sharing Meeting.

The Project Leader shall submit the project completion report within three months after the end date of the project as per the project grant agreement.

A project is officially closed when the PMO have accepted and approved the completion report. The financial closure is marked by the acceptance of the final external audit report, and by the reimbursement of any unused funds and disposal/transfer of capital goods by the implementing organisation.

Subsequently, if it is decided to arrange an ex-post evaluation or such an evaluation has already been specifically provided for in the project agreement, the completion report will be one of the inputs provided to such an evaluation, which will be carried out in accordance with the guidelines on project evaluation presented in Section 7.4 of this document.

7.3.5 Special Reports

If at any time the implementing organisation discerns that achievement of the project's objectives is significantly endangered by unexpected external events, or by failures in any part of the detailed work plan that the project team is not able to rectify, it shall immediately report the situation to the PMO with an analysis of the issues and recommendations.

The PMO shall commence a special review to assess the situation together with the Project Leader; and, if necessary, with the representatives of the PAC. If funds are committed, it will also promptly report the situation to Sida. Such special reports shall be in the same format as the project progress report.

7.4 Programme Midterm and Final Evaluation

7.4.1 Evaluators

The BiInnovate Africa Programme shall have a midterm and a final evaluation undertaken by a team of external independent experts as per the terms of reference provided at the time. The external evaluation reports, which include lessons learned, shall be shared with all project partners (*The report shall not exceed 30 pages, format A4, typed in double space. Relevant information, data and documents, which should be kept in a file for eventual future consultation, will be included as an appendix to the report. It may also be useful, in appropriate cases, to illustrate aspects of the report by visual means, e.g. pictures, figures, graphs, etc.*).

7.4.2 Midterm Evaluation

The purpose of the midterm evaluation is to assess progress with programme implementation, including discussions on any necessary revision to the Programme design. The emphasis of a midterm evaluation will be on outputs and outcome indicators towards achievement of the Programmes objectives. The Programme document and monitoring reports (as well as progress reports from implementing partners) shall serve as reference for the midterm evaluation.

7.4.3 Final Evaluation

The purpose of the final evaluation is to learn lessons, which may inform design of a future programme and projects. The final evaluation establishes the extent to which the results, in terms of outputs and outcomes of the Programme, have been achieved. The Programme document and monitoring reports, as well as progress reports from implementing partners, shall serve as reference for the final evaluation.

7.4.4 Planning for the Evaluations

The PMO and the project teams shall prepare for the evaluations at least one month prior to the exercise. The PMO shall coordinate the evaluation exercise.

7.4.5 Involvement of the Donor, the National Councils/Commissions/Ministries of Science and Technology, and other Stakeholders

The Councils/Commissions/Ministries of Science and Technology (S&T), the donor, and other stakeholders in the region should be involved or consulted in project monitoring and evaluation. The Councils/Commissions/Ministries of S&T may be invited to attend PAC meetings and other monitoring visits, because of their key role in science, technology and innovation policy formulation, and influence in the region.

8.0 Project Suspension and Termination

In cases where there is clear violation of the project agreement (fraud, waste, neglect, or mismanagement), or where it appears that the conditions surrounding the project have changed and the successful completion of the specific project is unlikely, the PMO, in consultation with the PAC, may suspend project activities and disbursement of funds pending review. There shall be no further disbursement and/or use of funds during suspension. Furthermore, the project team shall compile a list of outstanding obligations as at the time of suspension and submit to the PMO. The

implementing partner shall keep all assets acquired under the project in safe custody. The outcome of the review shall determine whether the suspension is lifted or the project is terminated. The project may be terminated and wound up in accordance with the relevant article in the project agreement.

9.0 Project Closure

The PMO initiates the closure of the project after:

- a. The PAC's approval of the completion report;
- b. Receipt of satisfactory final audited financial statements;
- c. Receipt of the unused funds, if any, from the implementing partner;
- d. Refund of outstanding balances, if any, to the implementing partner; and
- e. Transfer of ownership of assets acquired under the project to the implementing organisation.