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1. INTRODUCTION

The Alliance of Bioversity International and CIAT (hereafter “the Organization”) carries out research activities through collaboration with funding agencies at different levels on the one hand and through engagement with implementing partners, such as national actors, civil society, and local communities, on the other.

The Organization is committed to implementing activities that are anchored to international standards and values and at the same time tailored to meet local needs and therefore wishes to establish a uniform method for managing grants and sub-grants to promote compliance and accountability and to minimize risks for the Organization and its counterparts.

2. PURPOSE AND OVERARCHING PRINCIPLES

The purpose of this Grants and Sub-Grants Policy document is to develop, implement, and maintain meaningful grant oversight and coordination within the Organization, thereby increasing grant-related delivery, limiting the Organization’s exposure to grant-related legal liability, and improving the efficiency and impact of programs and services funded through grants.

Each process in grants and sub-grants management shall ensure that appropriate checks and balances are in place, having the different functions involved in decisions to protect all interests within the Organization.

Grants and sub-grants processes shall aim at identifying and highlighting financial, legal, and reputational risks for relevant staff to make informed decisions and minimize the Organization’s exposure at all stages of a project life cycle.

In the use of funder funds, the Organization staff involved in grants and sub-grants management is committed to transparency and compliance with requirements from funders and Organization policies and procedures.

Organization staff with responsibilities in grants and sub-grants management shall receive appropriate training and access to relevant information and tools to ensure smooth delivery of programs and commitments to funders and partners.

3. SCOPE

This Policy will apply to all Organization staff (HQ and regions) for the implementation of Grant and Sub-Grant Agreements. This Policy covers the process from when a research project proposal is approved until the Grant Agreement closure of project-related activities to ensure that the project is managed according to the terms set forth by funders in such Agreements.

To ensure consistency and accountability in securing and managing grant funds, all Grant Agreements and Sub-Grant Agreements must be submitted before being signed through the Grants Management Unit, which shall
oversee all requests, agreement submissions, acceptances, and post-award and closeout requirements, including programmatic and financial reporting.

4. ACRONYMS

GMU: Grants Management Unit
OPD: Office for Program Delivery
PLANS: Project Financial Analysis and Support
NARS: national agricultural research systems
OCS: One Corporate System
PI: Principal Investigator
PMO: Program Management Officer
UN: United Nations

5. DEFINITIONS

Project management life cycle: being a project-based organization, the Organization follows four phases: (1) positioning (pre-proposal), (2) design (pre-project), (3) implementation (project), and (4) closure and beyond (end of the project). This Policy covers the second, third, and fourth phases of the project management life cycle. The GMU Team is involved starting from the second phase of the project management life cycle.

Funder: institution granting funds to the Organization for project implementation.

OCS workflow: the online process carried out by the institutional system to monitor the progress of the Grant Agreement review and negotiation.

Grant Agreement: the contract signed between the Organization and the funder to regulate project-related activities and expenses. The Grant Agreement states the Organization’s and the funder’s obligations as well as specific requirements imposed by the funder on the implementation of activities, use of funding and reporting, and others. Memorandum of Understanding, Memorandum of Agreement, Non-Disclosure Agreements, Copyright Assignment Agreements, Data Sharing Agreements, Hosting Agreements, Material Transfer Agreements, and Teaming Agreements are not to be assimilated to Grant Agreements and do not fall under the scope of the Grants Management Unit.

Sub-Agreement: the contract used to manage a sub-grant issued by the Organization to other entities for delivering on agreed research outputs, including but not limited to public institutions, NARS, universities, CGIAR centers, private sector, and government and non-government organizations. A Sub-Agreement is primarily financed through a prime or “parent” grant.

Implementing partner: any independent organization, agency, or other legal entity that shares complementary objectives with the Organization and exchanges or shares resources or knowledge for the purpose of
generating outputs, outcomes, and impacts, and to which the Organization delegates responsibility for the implementation of part of a research project and provides funds for this purpose through a sub-grant.

**Sub-grant**: a financial contribution provided by the Organization to an implementing partner for the implementation of substantive project activities intended to achieve part of the objectives of the parent grant. A sub-grant is formalized and managed through a Sub-Agreement.

**Parent grant**: a grant awarded to the Organization from a funder whose funds are used for one or more sub-grants.

**Template**: a standard contract model.

**Institutional Grants and Sub-Grants Database**: an organized collection of structured information, data, and documents stored electronically in a computer system.

### 6. ROLES & RESPONSIBILITIES

**Grants Management Unit (GMU)**: The GMU is part of the Office for Program Delivery. The GMU promotes consistent and efficient management of grants and sub-grants within the Organization and is responsible for ensuring compliance and careful stewardship of funder funds by identifying contractual-related risks and proposing mitigation measures. All contractual matters, including (1) reviewing, (2) negotiation, (3) signing, and (4) monitoring compliance, are a continuum handled by the GMU.

**Office for Program Delivery (OPD)**: The OPD is accountable for providing a discrete roster of support services to the organizational research structure aimed at (1) generating more rigorous grant management standards and practices (through the GMU); (2) contributing to a more robust pipeline; (3) producing higher quality proposals, donor reporting, and scientific publications; and (4) achieving tighter collaboration between the research and non-research support units involved in the project life cycle.

**Legal Office**: Within the project life cycle, the Legal Office is accountable for the legal review and clearance of grant and sub-grant contracts before signature for those exceptions established by the Delegation of Authority and by this Policy. The Legal Office shall also advise the GMU on any legal matter identified in project implementation and closure and in relations with funders and partners.

**Partnerships & Communications**: The Partnerships & Communications Unit provides all information about the approved proposal to the GMU and does not bear direct responsibilities in terms of grant and sub-grant management once Grant and Sub-Grant Agreements are signed. After signature, the Principal Investigators can request support from the P&C Team to steward the relationships with funders and sub-grantees directly, or to deal with complex issues with them that might arise during implementation.

**Principal Investigator (PI)**: The PI appointed for a grant is the scientist responsible for achieving the project’s agreed-upon objectives and use and management of resources allocated in the project budget in compliance
with the funder’s rules and the Organization’s policies and procedures, within the timeframe established in the grant contract, with support from the GMU.

**Lever Director:** The Lever Director has direct responsibility and accountability for research carried out under his/her own research lever, the research outputs delivered, and medium- and long-term outcomes.

**Project Financial Analysis and Support (PLANS):** The PLANS Unit is responsible for developing and monitoring the implementation of grant budgets in compliance with funders’ rules and the Organization’s policies and procedures, for providing updated financial information on grant implementation to PIs and supporting their financial decisions, for producing financial reports for submission to funders, and for providing support in implementing partners’ financial reporting.

**Regional Managing Director:** The Managing Director (MD) for a region is accountable and responsible for the operation (logistics, facilities, field operations, and general services) of his/her region, maintaining a healthy relationship between the Organization (or each of the centers individually) and the respective country, in accordance with the Host Country Agreement or other Country Legal Recognition. The MD also provides strategic direction for the Organization’s research in the region and guides the formulation of regional priorities and plans for a results-oriented implementation, in coordination with Research and Partnerships (and others as relevant).

**Sub-Agreement Coordinator:** This is the scientist responsible for the engagement of an implementing partner through a Sub-Agreement. She/he is responsible for defining the Sub-Agreement Scope of Work and for ensuring that work schedules and agreed outputs are proceeding according to Sub-Agreement terms and conditions and in compliance with parent grant requirements.

### 7. IMPLEMENTATION PROCEDURES FOR GRANTS

The procedures described here cover the best practices for the phases related to grant management in a project management life cycle approach.

This section describes the procedures that must be followed for establishing and implementing Grant Agreements with funders. A Grant Agreement between the Organization and the funder is a legally binding contract that must be signed by both parties before the related project activities and expenses can start. The Grant Agreement states the Organization’s and the funder’s obligations as well as specific requirements imposed by the funder on the implementation of activities, use of funding, and reporting.
Phase 1 of Project Management Life Cycle – Positioning (pre-proposal)

The positioning (pre-proposal) phase of the project management life cycle links the Organization’s strategy and plans with those of funders/partners and builds on experience and lessons learned to shape concepts for new projects. In addition to developing ideas and engaging funders/partners, this phase entails developing the capacity of those who will be tasked with managing projects. This positioning phase is not part of the GMU remit and is not illustrated above.

Phase 2 of Project Management Life Cycle – Design (pre-project)

7.1 Design (pre-project)

The Grants Management Unit is involved at the proposal stage only if the proposal (or call for proposals) includes a binding legal document template or includes binding commitments or provisions (e.g., a draft contract with a schedule of reports, payments, others). In this case, the GMU will also provide general screening to ensure that funders’ rules are in line with the Organization’s policies and procedures. The design (pre-project) is under the responsibility of the Partnerships and Communications Unit.
7.2 Small Grants

The Organization recognizes the strategic value that small grants can bring in developing key opportunities or bridging uncovered staff positions toward longer-term funding. On the other hand, the administration of small grants can frequently require a high amount of effort compared to inadequate cost recovery allowed. The Organization wishes to regulate the approval of small grants with the aim of minimizing the administrative effort and maximizing the benefits. Scientists are encouraged to rationalize the number of small grants and to prioritize them only if they are strategic.

A small grant is considered strategic if

- It adds value to the Organization portfolio in terms of research areas or relationships with funders and partners.
- It is likely to secure larger funding in the future.
- It allows covering in priority the cost of uncovered staff.
- It has a short duration and requires no or low administrative effort.

All grants equal to or below fifty thousand U.S. dollars (≤USD 50,000) or equivalent in other currency are to be considered small grants. This threshold is applicable to the total amount granted directly to the Organization/Alliance, independently whether it is acting as a partner or as a main grantee.

Cost Recovery and Conditions for Small Grants

The minimum overhead rate for small grants across the Organization is the institutional minimum overhead rate of the current year + any other applicable agreed percentage + 2% of Cost Sharing Percentage.

All small grants not meeting the required minimum recovery rate defined above will need to be approved by the Global Director of Business Operations and Finance.

All small grants should not be regulated by a Grant Agreement and should not have reporting or audit requirements. Contributions from funders will be received upon submission of invoices with no additional support documentation.

As of March 2023, small grants equal to or below USD 20,000 or equivalent in other currency will be rejected if the funder requires the use of a contract with binding clauses.

Exceptions to the above procedure are to be considered only in the following instances:

1. The small grant is a preparatory grant (i.e., the contract to be signed includes clear reference to a larger funding opportunity).
2. The small grant is part of an existing recurrent collaboration with the funder. Please refer to the below examples for your ease of reference:
   - The funder has provided at least one grant per year in the past two years.
- The Alliance and the funder have an MoU in place.

These are to be processed through a standard grant clearance.

In addition, small grants whose amount is from USD 20,001 to USD 50,000 (or equivalent in other currency) for which the funder requires the use of a contract with binding financial clauses will be processed through a standard grant clearance without any further approval.

Ideally, the Organization should receive funds or part of the funding for small grants upfront before implementing activities. In case the funder agrees to disburse funds only upon completion of deliverables within the small grant, a formal communication from a funder’s representative with authority to commit funds must be obtained, confirming the agreed deliverables and the total amount of the contribution.

### 7.3 Grant Agreement Review, Internal and External Negotiation, and Clearance

After approval of the project proposal by the funder, the Organization receives a draft Grant Agreement. The GMU reviews the Grant Agreement to verify whether the Organization will be able to comply with the funder rules included in the Agreement and, if this is not the case, to make sure to flag any related risk for management to make informed decisions about engaging with the specific project.

The Grant Agreement review is done by the Grants Officer following the checklist of pre-agreed elements that establishes the minimum acceptable standards for the Organization (described in the GMU Manual).

The Legal Office and the GMU have agreed on a *standard language* of clauses (detailed in the GMU Manual) to refer to while reviewing Grant Agreements. Therefore, the Legal Office will be requested to review only the contracts that contain an exception to the agreed clauses or those coming from new funders. In addition, the Legal Office will be involved in reviewing private sector contracts that involve funding. The GMU and the LO work together in a process to review and approve these agreements. The Legal Office will not be involved in the following circumstances:

a. Small grants (except the private sector)

b. Longstanding funder Grant Agreement templates (i.e., World Bank, Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Bill & Melinda Gates Foundation (BMGF), Australian Centre for International Agricultural Research (ACIAR), among others). If the GMU determines that the template has changed from its last reviewed version, the Legal Office will be consulted.

c. Amendments of contracts that don’t change the legal terms of the contract (e.g., no-cost extensions, budget reallocations, change in reporting schedule).

Grant Agreements are reviewed and negotiated with the funder in light of all internal stakeholders’ comments (Research, GMU, PLANS, Legal Office when required) and in order to ensure early identification of risks related to compliance and implementation.

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1 For grants worth USD 5 MM and above, please refer to the Enterprise Risk Management Policy.
Phase 3 of Project Management Life Cycle – Implementation

7.4 Grant Agreement Signature
Grant Agreements are signed by the relevant representatives of the Organization, based on the Delegation of Authority Policy. Staff without a specific delegation have no authority to sign contracts on behalf of the Organization. The grant becomes effective only after signature by both parties.

For sub-grants that are included in the implementation phase of the grant, please refer to Section 8: *Implementation Procedures for Sub-Grants.*

7.5 Grant Opening
A unique identification number is assigned to the new grant in the Institutional Grants and Sub-Grants Database and, after signature, a notification is sent to the project team informing that activities and expenditures can start officially.

7.6 Funder Reporting
The GMU supports the PI to ensure that the funder technical and financial reporting requirements set in the Grant Agreement are met on time. Deadlines and requirements for funder reporting are recorded in the Institutional Grants and Sub-Grants Database, based on the Grant Agreement, at the time the grant is opened in the system. The technical and financial reporting workflow is described in the GMU Manual.

7.7 Grant Variations
Different unseen circumstances can affect the course of projects and delay the delivery of outputs. The following changes to the terms of the Grant Agreement shall require a formal amendment to be signed by both parties:

a. **Cost extension:** when the total value of the Grant Agreement increases or decreases. A change in the period of performance can also be associated with this type of variation.

b. **No-cost extension:** when the Grant Agreement period of performance changes, usually postponing the end date. No-cost extensions are discouraged as these modifications might come with a cost for the Organization, with significant impact on institutional recoveries.

c. **Changes to project outputs:** when the agreed project outputs or activities are changed substantially during project implementation, including with the addition or removal of deliverables.

The Clearance Workflow for Grant Variations is described in the GMU Manual and in Section 7.3 of this Policy.

Other minor changes such as budget realignments not affecting the total Grant Agreement value, staff changes when key personnel appointed in the Grant Agreement leave the project or are replaced, or changes to the reporting schedule can be agreed upon in a written correspondence with the funder and shall not require a signed amendment, unless differently stipulated in the Grant Agreement or required by the funder.
**Special variations: funder cancellation/suspension of a grant**

If a funder decides to terminate, suspend, or constrict the Grant Agreement or any part of the Agreement prior to the grant end date, the following rules shall apply:

- The party receiving the notification must immediately inform the GMU. The GMU should contact the Legal Office, PLANS, and Project Leader to jointly review the Agreement and determine whether the funder withdrawal or request for termination complies with the terms and conditions of the signed Grant Agreement.
- For grants that might have required an insurance policy, the conditions must be reviewed by the Legal Office and the insurance company must be informed of the incident.
- The GMU will instruct the Project Leader to suspend project activities and any expenditures until further notice.
- The GMU, together with the Project Leader, should inform implementation partners and subcontractors immediately and instruct them to suspend project activities and any expenditures until further notice.
- The GMU, the PI, PLANS, and the Legal Office should also take note of the termination or suspension clause details, including the timeframe, to take any action against the termination.
- The GMU, with assistance from the Legal Office, should attempt to negotiate to continue the execution of the project to the extent possible.
- Once the project is marked as terminated or cancelled in the system, no further expenses shall be incurred.
- A notification email should be sent to the Senior Management Team to inform them of the funder’s cancellation or suspension of a grant.

**Phase 4 of Project Management Life Cycle – Closure and Beyond**

**7.8 Grant Closure**

The Grant Agreement will be officially closed in the system once the final technical and financial reports have been submitted and approved by the funder, all funds received, all Sub-Agreements closed (if applicable), and all contractual requirements have been met. After the closure of the Grant Agreement, no additional expenses can be incurred under the Agreement and no additional changes are possible to the OCS record.

Post-project audit reviews might occur under the terms of the Grant Agreement and the GMU team will support this process.
8. IMPLEMENTATION PROCEDURES FOR SUB-GRANTS

This section covers good practices that shall be implemented by the Organization in the establishment and implementation of Sub-Grant Agreements with implementing partners.

A Sub-Agreement is a contract of non-commercial nature used to delegate the implementation of research activities embedded in a research project managed by the Organization under a Grant Agreement (or “parent grant”) with a funder.

Sub-Agreements shall not be used in lieu of contracts for purchases of goods or services, which are regulated by the Procurement Policy and managed by the Business Operations and Finance Department, or in lieu of employment contracts for professional services, which are regulated by the Talent Acquisition Policy and managed by the Human Resources Department.

8.1 Simplified Procedures for Small Sub-Agreements

Through the establishment of a simplified contractual mechanism for small Sub-Agreements (lump sum funding), the Organization aims at diminishing the administrative burden of managing small sub-grants, allowing both the implementing partner and the project team and support to focus on performance and research results.

Lump sum funding removes from the Sub-Agreement all obligations related to financial reporting and cost eligibility by linking partner costs and related disbursements to the achievement of technical milestones or deliverables. Only if a financial report is a requirement in the parent grant will one be included in the lump sum Sub-Agreement.

Lump sum Sub-Agreements are allowed only for sub-grants whose total value is equal to or below USD 25,000² (or equivalent in other currency) and when the requirements of the Parent Grant Agreement allow this. It is the responsibility of the Grants Management Unit to advise on whether a lump sum Sub-Agreement can be used in each specific case.

Lump sum Sub-Agreements shall not be allowed when

- The parent grant funder requires a detailed transaction list.
- The parent grant has specific rules for procurement of goods or services.
- The parent grant mentions specific rules for flow down to sub-grantees on the use of funds, equipment, effort reporting, etc.
- The parent grant requires supporting documents from partners to substantiate expenses.

² Any amount above USD 25,000 (i.e., USD 25,001 and above) will have to be handled with a standard sub-agreement.
8.2 Sub-Agreement Management Cycle

The Sub-Agreement management cycle starts in Phase 3 of the project management life cycle.

Phase 3 of Project Management Life Cycle – Implementation

8.3 Due Diligence and Assessment of Implementing Partners

The Organization is responsible to prime funders for safeguarding fund accountability and it wants to mitigate financial and reputational risks of engaging with partners that do not meet the following minimum eligibility requirements:

- Be legally registered and able to operate a bank account.
- Have no pending legal proceedings.
- Have no involvement in money laundering or criminal or terrorist activities.
- Have no conflict of interest.
- Have a functional structure and be in good financial standing.
• Not be listed or have their authorized signatory listed in lists included in the WatchDOG Elite compliance platform.

Partner due diligence and assessment are standard procedures that implementing partners shall complete before entering a Sub-Agreement with the Organization to confirm that they meet the above-listed criteria. These procedures will allow the Organization to build a database of approved implementing partners for future collaboration.

The partner due diligence process can be started at the design stage as described in the proposal development process if the project partners are already identified so that minimum background checks are performed before engaging in a possible agreement. However, if this process does not take place at the design stage, it will be carried out after the Grant Agreement with the funder is signed.

The GMU leads the due diligence process by collecting key documents to meet minimum eligibility for all partners who need to undergo due diligence, while PLANS will assess the financial risk of each partner undergoing due diligence and will sign a Sub-Agreement for a minimum amount of USD 25,000 or equivalent in any other currency. PLANS and the GMU will assess the level of risk in engaging partners and shall define the minimum control mechanisms applicable to the Sub-Agreement issued to a partner: frequency of reporting, amount of advance payments, and financial spot-checks.

Over time, as partners implement sub-grants, ratings will be determined by their performance and updated in the Institutional Grants and Sub-Grants Database managed by the GMU and available upon request for background checks.

Publicly-funded institutions, UN agencies, and CG centers are exempted from the due diligence and pre-award assessment.

8.4 Sub-Agreement Planning and Preparation – Clearance and Signature
The Sub-Grant Scope of Work & Work Plan and Budget shall be developed by the implementing partner in collaboration with the Organization Sub-Agreement Coordinator. These documents are an integral part of the Sub-Agreement and they set forth the deliverables expected from the implementing partner and the related estimated costs, which cannot be exceeded. Following the approval of the Sub-Agreement Coordinator, PLANS shall approve the related budget.

The Sub-Agreement shall then be signed by relevant staff as designated in the Organization Delegation of Authority Policy.
8.5 Implementation and Reporting
Once the Sub-Agreement is executed, the Organization is accountable to the prime funder for supervising and monitoring implementation to ensure timely and efficient achievement of the sub-grant objectives and outputs and sound management of funds.

The Sub-Agreement Coordinator shall be responsible for monitoring the partner’s implementation of activities based on the Scope of Work and in overall compliance with the Sub-Agreement requirements. She/he shall monitor the technical quality of the work carried out and ensure that reports are submitted on time.

The technical and financial reports from implementing partners, together with the Scope of Work & Work Plan and Budget, are the tools that the Organization shall use to monitor implementing partner performance. Reporting requirements are established in the Sub-Agreement.

8.6 Fund Disbursements
Fund disbursements are regulated in the Sub-Agreement. Risks related to advancing funds to partners are mitigated through

- The pre-award assessment of partners described in Section 8.3 of this Policy.
- The establishment of standard disbursement schedules in which the number of payments and the percentage of the first and following advances are based on the duration of the Sub-Agreement.
- The requirement for the implementing partner to spend at least 80% of previous advances received before receiving further installments.

Any exception to the above-listed rules requires approval in writing from the Global Director of Business Operations and Finance or his/her delegate.

For Sub-Agreements above USD 1,000,000, a forecast of cash needs over the Sub-Agreement period can be required of the implementing partner for the Organization to be able to manage its liquidity and ensure the availability of cash.

Conditions for fund disbursements to implementing partners are established in the Sub-Agreement. Fund disbursements are linked to the submission of technical and financial reports by the implementing partner, showing progress in activities and liquidation of advances received. Such reports shall be approved by the Sub-Agreement Coordinator and by PLANS before disbursement.

The GMU is responsible for the final clearance of disbursements to implementing partners after confirming that all conditions for payment established in the Sub-Agreement have been met.
8.7 Sub-Agreement Variations

Implementing partners shall keep the Sub-Agreement Coordinator informed on progress in implementation. Should any challenges or delays arise, the implementing partner shall assess with the Sub-Agreement Coordinator whether the problems identified can be solved through minor changes to the Scope of Work, Work Plan, and/or Budget, or whether they entail major changes and a formal amendment to the Sub-Agreement.

The level of approval needed depends on the type, scope, and magnitude of the proposed amendments:

| No prior approval by the Organization required | • Changes representing ≤10% of approved budget line items, with no change in total budget amount (if allowed by Parent Grant Agreement).  
• Any other variance allowed in the Sub-Agreement document. |
|-------------------------------------------------|---------------------------------------------------------------|
| Prior approval in writing from the Sub-Agreement Coordinator required | • Minor changes in the Scope of Work or in the timeline of activities and reporting, not affecting the total duration of the Sub-Agreement.  
• Budget revision with changes representing >10% of approved budget line items, with no change in total budget amount or in the period of performance/Sub-Agreement end date (to be approved in writing by both the Sub-Agreement Coordinator and PLANS). |
| Formal Sub-Agreement amendment required | • Major changes in the Scope of Work and/or Work Plan (addition or removal of key activities or deliverables, substantial changes in the focus of activities or deliverables, major changes in the timing of activities or deliverables).  
• Changes in the implementation period (extension or early termination), with (with-cost extension) or without (no-cost extension) budget increase/decrease.  
• Increase or decrease in total budget.  
• Changes to the Schedule of Reporting and Disbursements that do not fall under the standard rules. |

Exceptions to the above matrix are possible if allowed by the Parent Grant Agreement, by local legislation, or by any other rule applicable to the Sub-Agreement. The GMU is responsible for confirming the eligible type of variation.
Phase 4 of Project Management Life Cycle – Closure and Beyond

8.8 Closure and Final Assessment

A proper sub-grant closure process allows the Organization and the Sub-Agreement team to compare actual achievements to the planned ones, to inform about funder reporting, to have assurance that funds have been spent in compliance with the Sub-Agreement terms, and to assess partner performance and weaknesses, which might need to be addressed in future collaboration.

The Sub-Agreement closure process is described in the GMU Manual and it ensures that the implementing partner and the Organization have met all obligations stipulated in the Sub-Agreement.

Following the closure of a Sub-Agreement, implementing partner performance shall be assessed by the Organization Sub-Agreement team composed of the Sub-Agreement Coordinator, PLANS, and GMU. The assessment will focus on three main parameters:

- The implementing partner’s technical capacity to deliver on activities and submit high-quality and timely technical reports.
- The implementing partner’s financial capacity to spend within the parameters of the approved budget, frequency of budget re-alignments, and timeliness and quality of financial reports.
- Compliance with the terms of the Sub-Agreement and responsiveness during project implementation.

The outcome of this post-award assessment, together with the pre-award assessment described in Section 8.3 of this Policy, shall inform the overall risk profile of the partner in the Institutional Grants and Sub-Grants Database of the Organization.

A lack of partner compliance with the Sub-Agreement requirements and reporting obligations might lead to Sub-Agreement termination and prevent a partner from entering into new Sub-Agreements with the Organization until the non-compliance is addressed.

The GMU and the Sub-Agreement Coordinator are responsible for flagging any conflicts arising with delivery of commitments by partners to the relevant area directors (Associate Director General, Global Director of Business Operations and Finance, Global Director of Partnerships and Communication) and to the Legal Office.

9. RELATED POLICIES/REFERENCES FOR MORE INFORMATION

- Delegation of Authority Policy
- Code of Ethics and Conduct
- Fraud Prevention Policy
- Private Sector Policy
- Unified Grants Management Manual
• Unified Sub-Grants Management Manual
• Enterprise Risk Management Policy

10. POLICY AUTHORITY

This Policy and its modifications shall need DG and Senior Management Team approval. Update frequency is a decision of the Senior Management Team. The effective date of this revised Policy is 1 January 2021. This Policy supersedes previous policies regarding this subject matter, and previous policies are considered rescinded.

11. VERSION CONTROL

Version control

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<th>DESCRIPTION OF CHANGE</th>
<th>PREPARED BY:</th>
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<td>1 December 2020</td>
<td>First version of the Grants and Sub-Grants Policy.</td>
<td>Eleonora Lago Michela Mariani Johan Bernal</td>
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<tr>
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<td>12 June 2023</td>
<td>Second version of the Grants and Sub-Grants Policy. Added PMO under Acronyms, took out CRP. Section 7: Amendment of Figure 1 and phase titles: aligned titles of Project phases to Alliance Project Life Cycle phases; Section 7.2 (Small projects): small projects are now considered only equal to or under USD 50,000 and the procedure for approval and processing has been amended. Took out the provision related to projects from USD 50,000 to USD 100,000. Section 7.3: moved sub-grant signature from Phase 2 (Design) to Phase 3 (Implementation). Included sentence mentioning that LO and GMU will work together on a process to review and approve private sector contracts including funding. Section 7.6: added a section on “Special variations: funder cancellation/suspension of a grant.” Section 7.7: included the step of notification to SMT in instances of funder cancellation/suspension of a grant. Section 8.3: added reference to WatchDOG Elite platform and other details related to criteria and due diligence process for implementing partners. Section 8.2: revised position of partner vetting (under Implementation).</td>
<td>Eleonora Lago Francesca Romana Borgia</td>
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<td>Section 8.4: Scope of Work and Work Plan are not to be approved by the Sub-Agreement Coordinator supervisor anymore. Version control: added Marcela Quintero, new ADG, as reviewer. Annex: included link to revised Project Life Cycle; added Contents page. Made a few language edits.</td>
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Reviewed by:  

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<th>Reviewed by</th>
<th>Approved by:</th>
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<tbody>
<tr>
<td><strong>Andrew Jarvis</strong></td>
<td><strong>Tuesday 1 December 2020</strong></td>
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<tr>
<td>Associate Director General for Research Strategy and Innovation</td>
<td>Senior Management Team (SMT)</td>
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<tr>
<td><strong>Marcela Quintero</strong></td>
<td><strong>Monday 12 June 2023</strong></td>
</tr>
<tr>
<td>Associate Director General for Research Strategy and Innovation</td>
<td>Senior Management Team (SMT)</td>
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<tr>
<td><strong>Vanessa Riveros</strong></td>
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<tr>
<td>Head, Organizational Development Unit</td>
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ANNEX 1: PROJECT MANAGEMENT LIFE CYCLE

See full Project Life Cycle infographic here.