



IQQO
Oromia Agricultural Research Institute

Oromia Agricultural Research Institute

Guideline for Research Project Proposal Preparation, Review, Monitoring and Evaluation

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Contents

1. Introduction.....	3
Part I: Research Project Proposal Development, Review and Approval	5
1.1. The research project proposal development, review and approval process.....	5
1.2. Key steps in research project proposals development, review and approval process	6
1.3. Schedules and timeframes	9
Part II. Monitoring and evaluation system.....	10
1. Field Evaluation by M&E team.....	10
2. IQQO level quarterly and bi-annual research progress review meetings	11
3. Quarter and annual Reports	11
4. Review forums.....	11
Part III: Checklists and formats	13

1. Introduction

Established by proclamation No. 44/2001, the Oromia agricultural research institute (IQQO) is mandated for supporting the agricultural development efforts of the region through providing agricultural technologies and information that would enhance production and productivity of the agricultural sector. To achieve this mission, in the last one and half decade, the institute has conducted a number of research activities related to crop, livestock, natural resource management, agricultural engineering, agricultural economics and extension fields. Consequently, a number of improved agricultural technologies and information have been generated and disseminated to the farming/pastoral communities and other stakeholders.

Despite such considerable increase in the number of research activities and outputs, however, the quality of research and its outputs is yet not satisfactory. This is mainly associated with the way the entire research process, starting from research agenda setting all the way down to research proposal development, review process, data collection, monitoring and evaluation, data analysis and report writing is managed. The existing research proposal development, review, and monitoring and evaluation system had the following limitations.

- It does not engage senior researchers and research managers in research proposals development and review starting from concept note level.
- It lacks a concept note and full proposal screening mechanisms prior to conducting center and regional level review forums
- It does not provide adequate amount of time for research project proposal development. Although the research proposal development process is supposed to be a year round activity, we noted that researchers start thinking about the research project proposals few months before the review forums.
- Research project proposals lack depth in terms of research methodology and literature support
- The annual regional review forum, at which research project proposals are reviewed and approved, doesn't allow for an in depth technical review
- The annual regional review forum doesn't involve key stakeholders in the research system

- Absence of effective and efficient monitoring and evaluation system to check research projects progress against their planned targets
- Lack in-built evaluation mechanisms for completed research projects and contributions of individual researchers.

To fill these gaps, it is necessary to develop guideline for research project proposal development, review, monitoring and evaluation. This guideline is therefore developed to help researchers and the research system to develop quality research project proposals and effectively monitor and evaluate its implementation.

2. Approach followed to develop the guideline

Various relevant documents, manuals, guidelines and formats available in the national agricultural research system and elsewhere were critically reviewed to draw experiences and also to identify relevant materials. More specifically, EIAR and OARI research proposal formats, research project proposal preparation; monitoring and evaluation guidelines of Indian Council of Agricultural Research and research grants manual of Eastern Africa Agricultural Productivity Project (EAAPP) were intensively reviewed for this purpose. The draft guideline was then reviewed by IQQO top management and research directors. Feedbacks and comments were incorporated into the guideline.

3. Organization of the guideline

The guideline has three parts. The first part deals with research proposal development, review and approval process while the second part deals with monitoring and evaluation system. The third part consists of various supporting formats and checklists. In general, the guideline constitutes standard procedures for project proposal formulation and approval system, schedule and time frame for the major activities in research project proposal development, review and approval process, monitoring and evaluation system, procedures and protocols by which the scientific outcome of the project could be ranked, system by which performance of individual scientist could be evaluated and different supporting formats.

Part I: Research Project Proposal Development, Review and Approval

1.1. The research project proposal development, review and approval process

Research proposal development, review and approval process (Fig. 1) encompass a series of mutually interrelated steps beginning with the preparation of brief project concept notes through rigorous review of full write-ups and ending up with a comprehensive and final regional review that enables the registration of approved projects for budgeting and subsequent implementation. This process is believed to ensure the involvement of technical reviewers, research managers and different stakeholders at various levels to make research projects to have its desired shape in terms of major pillars i.e. technicality, relevance, resources and priority so that the outcomes thereof will contribute to the welfare of the target communities. Moreover, it will enable the researchers and research teams to devote significant proportion of their time to reviewing and identifying unaddressed research questions of reasonable priority whose outcomes will be of immediate utility to the farming community in urgent need.

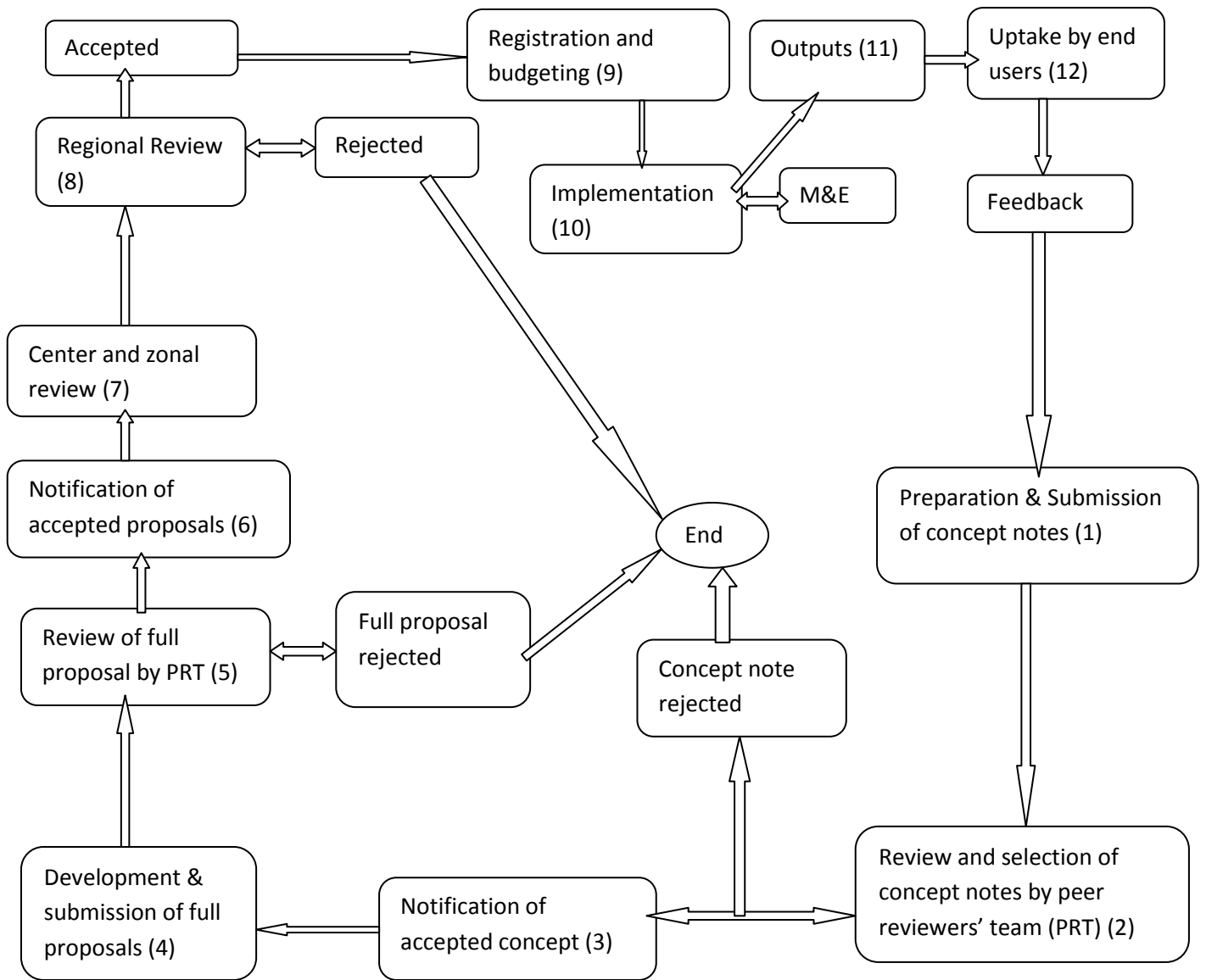


Fig 1. Research project proposals development, review, and monitoring and evaluation process

1.2. Key steps in research project proposals development, review and approval process

Step 1. Preparation and submission of project concept notes

Project concept note is a brief account of the what-about-of the entire project, clearly stating the background/ rationale, objective, literature reviewed, methodology, expected outcomes, duration, experimental locations, principal investigators, co-investigators, beneficiaries and possible collaborators in the implementation process (**Appendix 1**). It should ensure the

involvement of all possible multidisciplinary collaborators or actors along the value chain and define beneficiary groups at any particular level of the value chain continuum.

A concept note should be able to convey the whole message of the envisioned project proposal, but it should be written in a short and precise summary to enable the reviewer or the evaluator to easily grasp the intention of the investigator. A concept note of one project should not exceed maximum of six pages. Research concept notes are submitted to respective research directorates for the first hand reviewing in a specific time bound (**Table 1**). Concept notes will be developed on the identified research priority focus areas, reviewed and screened at team and process level prior to submission to respective research directorate office.

Step 2. Review and Selection of Concept Notes by Peer Reviewers' Team (PRT)

The submitted concept notes shall be reviewed by peer reviewers' team formed of 5-7 researchers. Each research directorate will have its own peer reviewers' team(s) depending on research themes. Most of the peer reviewers will be selected from IQQO research centers but based on the need, available resources and the research theme, other researchers who can contribute can be invited to the peer review from sister regional or federal research institutes.

As this is the beginning step of the approval process, the scene of the evaluation will be set to be so rigorous and thorough to critically evaluate the relevance, priority, applicability of outcomes, originality, technical and other aspects of the project proposal conveyed by the concept note (**Appendix 2**). Research concept notes which fulfil the above mentioned criteria shall be accepted with due consideration of the reviewers' comments. Whereas others which don't fulfil the above mentioned criteria will be rejected. Other new topics of unaddressed areas of research may also be suggested to initiate new project concept notes or instead of rejected ones. Accepted concept notes will be sent back to the research team for full proposal development. Review and selection of concept notes by peer reviewer team shall be conducted as per the schedule indicated in table 1.

Step 3. Notification of the research teams about the status of the concept notes

Once the review of concept notes is completed, research directorates shall notify respective research teams about the status of their concept notes. The research team whose concept notes are accepted is expected to incorporate the comments given. At this juncture, the

research teams are expected to seriously consider and reconsider the amendments out of the concept note review and thrive to appreciably improve their proposals before the subsequent peer review of wider scale. The output will be a full research proposal which is closer to its final shape and will be sent back to respective research directorate for the next step of review within the specified time bound (**Table 1**).

Step 4. Development and submission of full research project proposals

Full research proposal development shall be governed by the concept notes accepted by the peer reviewers' team. The proposals are organized based on the format as in appendix 3 of this guideline. Development of full research proposals involves multi-institutional and multidisciplinary collaboration and should engage value chain approach with defined beneficiary groups (at any level of the value chain continuum). Note that the full proposal should consider: 1) Scientific merit of the proposal (study designs, models and analytical tools to be used); 2) Expected outputs attainable within the given timeframe; 3) Cross-cutting issues (gender, climate change, nutrition); 4) Potential for pro-poor growth, sustainability, and impact (value for economic benefit). The research teams should submit the full proposal to the respective research directorate as per the set schedule (Table 1).

Step 5. Review of full research project proposals by Peer Reviewers Team

After submission of full research project proposals to the respective research directorate, peer reviewers' team meeting will be arranged by the research directorate to review and evaluate the submitted research project proposals. The peer reviewers' team shall evaluate the research proposals based on the criteria as in **appendix 4** of this guideline as per the set deadline indicated in **Table 1**.

Step 6. Notification of the status of full research project proposals

The research directorate shall notify the research teams about the status of the submitted research proposals within **five days** from the day the review is completed. Then the research teams will revise their proposals in accordance with comments given by reviewers and make ready for the next review steps.

Step 7. Center and Zonal Levels Research Review

The center and zonal level review forums are important forums at which the research proposals are reviewed by relatively large group of participants. At center level review, the research proposals are reviewed for the relevance to the specific mandate area, technical merit and also availability of resources for implementation. The zonal level review is very instrumental to get approval of the stakeholders with whom and for whom the research is conducted. The Center and Zonal Levels Research Reviews shall be conducted in accordance with the timeframe indicated in table 1.

Step 8. Regional Research Project Proposal Review

The regional review forum is the final review stage where researchers from all research centers of the institute meet. The forum has an added value of bringing together researchers at different level of knowledge and experience and other relevant national and regional stakeholders in the research system. This forum is instrumental in avoiding duplication of efforts and see inter disciplinary and cross-sectoral integration and collaboration. Moreover, issues related to resources such as availability of research facilities, human power and logistics are further seen before approval. The forum is conducted as per the timeframe indicated in **Table 1**.

1.3. Schedules and timeframes

Table 1 below indicates the time frame for various activities in research proposal development, review and approval process and role of different actors.

Table 1. Schedules and timeframes

Activities/events	Time frame	Responsible body
Preparation and submission of concept notes	July to August	Research teams
Screening of concept notes	September 1- 30	Peer Reviewers team
Notification of the status of concept notes	October 1-5	Research directorates
Development and Submission of full proposals	October 6-Nov 15	Research teams
Review of full proposals	Nov 16-Dec 30	Peer Reviewers team
Notification of status of full proposals	Jan 1-5	Research directorates
Center and Zonal review	Jan 6-30	Research centers
Annual regional review	Feb 5-15	IQQO and centers

Submission of final proposal for directory	Feb 20-30	Center level research processes
Compilation of research directory	March 1-30	Research directorates

Part II. Monitoring and evaluation system

2.1. Definition and purpose

The monitoring and evaluation (M&E) are key functions in project management to see that the implementation of the project and resource utilization are as per planned and to ensure that the objectives are achieved (**Fig 1**). In research, M&E is quite important to ensure research quality and is conducted periodically to assess the status of research activities, data collection process and data quality, achievements, financial utilization and to point out challenges encountered in the process.

According to this guideline, evaluation involves quarterly evaluation of progresses made in the year and evaluation of research projects after completion. M & E of research projects is carried out at different levels namely research teams, research process, center and institute. The following are important M&E mechanisms for monitoring and evaluating research progresses and outputs.

2.2. Monitoring & Evaluation Mechanisms

1. Field Evaluation by M&E team

This is done by the M&E team established at institute and center level. The center M&E team involves multidisciplinary team of researchers and head of planning unit at the center. It constitutes 5-7 members. The center director is not represented in the committee as he/she is the one who makes decision based on the reports of M&E committee. The M&E activity carried out considers all research activities being conducted on-station and on-farm and is done on quarterly basis.

At head quarter level, the M&E team constitutes research directors and head of planning process. The team conducts monitoring and evaluation by visiting research centers and their research fields at least twice in a year. The major tasks of the institute and center level M&E teams include:

- Evaluation of the status of experiments

- Assessment of data collection and management
- Assessment of inter disciplinary, team and process interactions
- Giving feedbacks for the research teams, research processes and the center on the identified gaps

The M&E is carried out in accordance with the checklists (**Appendix 5**) and reports prepared based on the format (**Appendix 6**) of this guideline.

2. IQQO level quarterly and bi-annual research progress review meetings

Every research directorates shall meet their process owners and team leaders quarterly to review progresses made in each quarter. This creates a good opportunity for the research processes and teams to share experiences and also discuss on the challenges encountered. The bi-annual research progress review meeting is led by DG and DDG and involves IQQO management, center directors, process owners (core and support) and team leaders.

3. Quarter and annual Reports

Reporting is one of the mechanisms to monitor and evaluate the status of research activities. Two forms of reports which are important in this case are quarter and annual reports. Quarter reports are prepared by the respective research teams, compiled by process owners and center planning unit and submitted to the research directorate and the institute. In this case, research teams and process owners are responsible for preparing and compiling the report and submit to the center planning and respective research directorate according to the set schedule. Annual report is the overall summary of all what is carried in the year. As for the quarter report, it is organized by the respective research teams, compiled by process owners and planning unit and submitted to the center and the institute. The IQQO research directorates receive annual reports directly from their respective center's research process. Both the quarter and annual reports are organized based on the formats presented under **appendix 7&8** of this guideline.

4. Review forums

In addition to the above mentioned M&E mechanisms, the annual research project proposal and completed research review forums are also used as M&E mechanisms. The annual research project proposals review takes place in the first two weeks of February to review the

status of ongoing research activities and to review and approve new research project proposals. The completed researches review forums are annually conducted in July to evaluate completed research reports. The completed research reports reviewed in this manner will be organized into research papers that suits for different forms of publications such as journal articles, proceedings, working papers etc.

Part III: Checklists and formats

Appendix 1. Research Proposal Concept note Development Format

1. Name of Research Center.....
2. Name of Directorate (process).....
3. Research Team.....
4. Title of the Research Project proposal: eg. Development a of Bread Wheat Technologies.....

4.1 Thematic area I: Variety Development and Maintenance

4.1.1. Experiment 1:

- Experiment title: eg. Bread wheat preliminary observation nursery
- Back ground & Justification (max of 15-20 lines)
- Objective:
- Materials & Methods: (Max 20 lines, approximately half page)
 - ✓ Materials & sources required: germplasm, seeds, breed, fertilizers, seedlings, chemicals etc...
 - ✓ Methods: Experimental design, treatments, sampling techniques, lab analysis, data collection, data analysis
- Duration: starting date; ending date
- Location/s: minimum requirements of locations must be carefully considered.
- Expected output/s: eg. 1-2 varieties, optimum rate of fertilizer recommended etc..
- Beneficiary: wheat producer smallholders & others on the high and midlands of Bale etc..
- Initiator/s:
- Responsible person/s by name
- Collaborator/s (if any): KARC, CIMMYT etc...
- Participation of stakeholders (if any) eg. Farmers, agricultural office etc...

Note: The same outline can be followed for different project proposals, thematic areas and experiments under each research directorates where necessary.

Appendix 2. Criteria for concept note screening/evaluation; checklist of key content

Item	Evaluation Factors	Score
Title	<ul style="list-style-type: none"> • Originality/unaddressed issues • Clarity and informativeness 	10
Objective	<ul style="list-style-type: none"> • SMART (specific, measurable, achievable, realistic, time-bound) 	10
Justification/research problem articulation	<ul style="list-style-type: none"> • Relevance and priority of the research proposal in addressing food and nutritional security, income generation, gender, climate change adaptation/mitigation etc...) • Addressing bottlenecks often raised by the target community • Alignment with government policies, strategies and development plans • Clear indication of the magnitude and scope of the problem and its effect • Scientific & technical background provided to justify the gap and need of the research • Clear indication that the research question has not been addressed so far 	35
Materials & Methods	<ul style="list-style-type: none"> • Appropriate design selected and standard replication • Appropriate sampling design and sample size • Proper factors, treatment levels, combinations and manageability • Critical parameters worthing data collection and the methodology for data collection • Suitable statistical tools for data analysis • Appropriateness, availability and affordability of experimental materials and inputs • Important laboratory analysis methods included • Participation of target community ensuring gender balance • Possible collaborators and stakeholders included etc.... • Proper & sufficient locations selected • Experimental duration reasonably set 	30
Expected outputs	<ul style="list-style-type: none"> • Realistic & attainable with the resources and facilities available • Amenability for dissemination and adoption by target beneficiary group • Contribution to food security, income generation, industrial raw material, import substitution, export, natural resource management, etc.. 	15
	Total	100

NOTE: *A concept note is accepted provided that the total score is 65% and above.*

Appendix 3. Full project proposal format

To standardize our project preparation methods, it was felt necessary to improve our previous research proposal format. All proposal documents should be prepared according to the following format and must be in 1.5 lines spacing, Times New Roman and with font size of 12.

1. Project Title

Title must be concise, that is, it must adequately describe the contents of the project or reflect the problems to be addressed.

2. Project code

Indicate center, team, project number for that team and year the project is initiated. Use 2-3 letters to abbreviate center and team.

Example: A project code for the first new project of socio-economics team of Adami Tulu research center for the year 2016 can be put as AT/SEAE/Se-2016(1).

3. Background and justification

This section should answer the question of why, and what: why the research project is to be conducted and what will be its relevance. Generally it should:

- Indicate the opportunities or problems to be addressed, including the scope, context and factors that created the opportunities or cause the problem.
- Describe how the project relates to the GTP-II plan and the agricultural and rural development policy and strategy of the country.
- State the research problem to be investigated, indicating its magnitude (*in terms of quantity, quality or any other parameter*) and the most affected segment of the society (*primary, secondary or tertiary beneficiary*), disaggregated by gender and age where possible:

4. Null hypothesis/research question

- State the research hypothesis being tested or the research questions being investigated.

5. Objectives of the project

State the research objectives, which must be specific, measurable, achievable, realistic and time- bound (SMART) and the indicators for monitoring impact. Note that Objectives are statements of the research questions.

6. Literature review

Describe how the project effort would be innovative or complementary to existing knowledge. Provide a concise and up-to-date summary of the existing scientific knowledge and research findings of the topic under investigation; building a critique while specifying gaps to justify the intended study.

7. Materials and Methods

This is the most important part of the research proposal. Materials and Methods should provide enough details of:

- The materials used (e.g. Animals, plants, feed, etc.) used and methods followed. It should include detailed information procedures to be used, measurements to be taken, observations to be made, laboratory investigations to be done, etc.
- Data collection procedures to be used (questionnaire, group discussion, etc), treatments applied, experimental design used must be indicated
- Information on how the data will be managed, including data handling, coding, monitoring and verification should be provided. The statistical methods, mean separation methods to be used and the level of significance to be applied need to be mentioned.

8. Expected outputs

Indicate the expected TANGIBLE output from the proposed research and state how they can be used to improve livelihood of target groups and enhance natural resource management. Tangible out puts are those that have a direct, positive & quick bearing to poverty alleviation, food and nutrition security improvement and employment creation eg. Seeds, breeds, vaccines, diagnostic kits, embryos, operational tools, efficient & sustainable resource use approaches, crop varieties, value added products, efficient spraying kits, etc. Various publications such as Journal papers, Reports, Books, periodicals, etc. are also to be mentioned as outputs.

9. Work plan

Using the following format, list each activity of the project to be conducted, specifying during which month of the year it is performed and what percent in each month. Note that the annual plan for each activity is considered as 100%.

Table 1. work plan

No.	Activities	% of planed activities by Months											
		Ja	F	M	Ap	M	Jun	Jul	Ag	S	O	N	D

10. Logical framework

Logical frame work is a program management technique used to manage the completed project cycle from design, implementation, monitoring, and evaluate ion. Logical frame consisting of project summary, indicators, verification and assumptions must be used to tie in goals and objectives into inputs, processes and outputs. In Log frame, indicators must be defined for goal, objective, project out puts and project activities. Log frame is a 4X4 matrix which consists of four components.

Narrative summary: Consists of hierarchy of project goals/objectives to be achieved at different levels.

Objectively verifiable indicator: Measurements to verify to what extent the objectives at each level are achieved, expressed in terms of quantity, quality and time (QQT)

Means of verification: The specific sources of information from which it would be possible to verify the indicators at each objective level

Critical/important assumption s & risks: These are external conditions (outside the control of the project) that must hold true for the upper level objective to be achieved. These may include:

- The actions of certain groups, or stakeholders
- Certain economic or social conditions, such as the absence of conflict
- Political conditions, such as stability
- Conditions of climate

Table 2. Log frame matrix

Narrative summary	Objectively verifiable indicator (OVI)	Means of verification (MoV)	Critical assumptions
<p>Goal: Goal is the higher level objective towards which the project is expected to contribute</p>	<p>Measures/indicators to verify to what extent the goals are fulfilled These measure change in the broad development goal to which the project contributes E.g. % change in productivity</p>	<p>The sources of data / information necessary to verify status of goal level indicators E.g Household survey reports CSA reports</p>	<p>Important events, conditions or decisions outside control of the project</p>
<p>PURPOSE: The effect/outcome which is expected to be achieved as a result of the project</p>	<p>Measures/indicators to verify to what extent the purpose is fulfilled</p>	<p>The sources of data / information necessary to verify status of purpose level indicators</p>	<p>Important events, conditions or decisions outside control of the project necessary for the achievement of the purpose</p>
<p>OUTPUTS Outputs are the results or deliverables of the project that the project manager can guarantee.</p>	<p>-Measures/indicators to verify to what extent the purpose is fulfilled -For Each output, specify measure that will be used to prove that the Outputs have been produced. -These indicate direct products of project activity. The focus is on simple quantitative measures of productivity & physical completion rather than on qualitative. E.g. New varieties developed, Technologies developed</p>	<p>The sources of data / information necessary to verify status of output level indicators E.g. Reports</p>	<p>Important events, conditions or decisions outside control of the project necessary for the production of outputs</p>
<p>Activities</p>	<p>Means</p>	<p>cost</p>	<p>Precondition</p>
<p>The activities that have to be undertaken by the project in order to produce the outputs For each output, specify the activities that are required to deliver such output</p>	<p>Main resources (physical and non-physical necessary to carry out activities).</p>	<p>-The sources of data / information necessary to verify status of activity level indicators -Resources/means translated into costs.</p>	<p>Conditions that need to be fulfilled before the project can start.</p>

11. Monitoring and evaluation matrix

Monitoring is the systematic and continuous collection, analysis and use of information to ensure that it stays on track towards the achievement of its objectives. and for decision-making. It provides information by which management can identify and solve implementation problems, and assess progress. The *Logical Framework*, the *implementation schedule*, *activity schedules*, and *project budget* provide the basis for this monitoring.

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and Results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability.

Table 3. M&E Matrix

Narrative summary	Indicators	Information to be collected	Methods of data collection	Tools for collecting information	Methods of data analysis
Out put					
Activities					
Inputs					

12. Dissemination: Outline dissemination strategies and target group for the generated research outputs (technologies /approaches) and outcomes.

13. Budget required

Table 4. Use the following format to show the budget required for the project activities:

Budget code	Item description	Unit	Quantity	Unit price	Total price

14. Crosscutting issues: Gender, climate, nutrition, environment, etc

- Indicate how the project proposal can address these cross-cutting issues

15. Institutional arrangement

Which institutions are expected to take part in undertaking the project? Indicate who is doing what. Signed agreement of sharing responsibilities must be obtained in the course of the time

16. Duration

- Indicate the time needed to complete the project (eg. From—month, 2016 to ---- Month, 2019).

17. Location

18. Initiators: By names and indicate their organization if non OARI staff is participating

19. Persons responsible: By names and indicate their organization if non OARI staff is

20. References:

- Provide details on key sources of recent literature - cited or as selected bibliography
- Cite only publications cited in the text and use the style of one of professional journals available to you.

Appendix 4. Criteria for full proposal screening/evaluation

Project title: _____

Item	Evaluation Factors	Score
Title	<ul style="list-style-type: none">• Originality/unaddressed issues• Clarity and informativeness	5
Justification/research problem articulation	<ul style="list-style-type: none">• Relevance and priority of the research proposal in addressing food and nutritional security, income generation, gender, climate change adaptation/mitigation etc...)• Addressing bottlenecks often raised by the target community etc• Alignment with government policies, strategies and development plans• Clear indication of the magnitude and scope of the problem and its effect• Scientific & technical background provided to justify the gap and need of the research,• clear indication that the research question has not been addressed so far to apply in the agro-ecology and those done in other countries (if any), can't be applied	25
Literature review and citation	<ul style="list-style-type: none">• Similar studies conducted in the region, others regions, at national level or other countries sufficiently reviewed, indicating the findings• References are well cited (books, proceedings, journals, bulletins, web, magazines, unpublished sources, personal communications etc..)	15
Objective	<ul style="list-style-type: none">• SMART (specific, measurable, achievable, realistic, time-	10

	bound) <ul style="list-style-type: none"> • Coherence with the problem set to be solved 	
Materials & Methods	<ul style="list-style-type: none"> • appropriateness, availability and affordability of experimental materials and inputs required • appropriate design selected and standard replication • appropriate sampling design and sample size • proper factors, treatment levels, combinations and manageability • critical parameters deserving data collection and the methodology for data collection well stated • Suitable statistical tools for data analysis method suggested • important laboratory analysis methods included • Participation of target community ensuring gender balance • possible collaborators and stakeholders included etc.... • proper & sufficient locations selected • experimental duration reasonably set 	20
Expected outputs	<ul style="list-style-type: none"> • realistic & attainable with the resources and facilities available • potential for dissemination and adoption by target beneficiary group • Contribution to GTP- II objectives and targets in terms of food security, income generation, industrial raw material (import substitution), export, natural resource management, etc.. 	10
Work plan	<ul style="list-style-type: none"> • Its alignment with the expected out puts and duration set • Exhaustiveness of the activities planed • Timeliness of the activities 	5
Logical framework & M and E matrix	<ul style="list-style-type: none"> • Appropriateness of the filled contents in line with their respective formats 	5
Crosscutting issues	<ul style="list-style-type: none"> • Whether mechanism of addressing social matters such as gender, climate, nutrition, Natural resource management, etc. is indicated or not indicated 	5
Total score		100

Other observations: _____

NOTE : *Proposals are accepted provided that the total score is 65% and above.*

Peer Reviewers:

1. Name _____ signature _____
2. Name _____ signature _____
3. Name _____ signature _____

Appendix 5. Checklists for Monitoring and Evaluation

These checklists are prepared to be used by M&E team and others for monitoring and evaluation of research activities. The checklist tries to address status of research activities, resource utilization, outputs/outcomes and impacts of the research project.

1. Number of experiments planned and executed

- Number of experiments planned for the year
- Number experiments started
- Number of experiments discontinued/suspended

2. Status of experiments under implementation by team

- Planned physical activities (%) for the season for the experiment
- Percent execution of the planned physical activities

3. Status of completed experiments by team

- Number of experiments planned to be completed
- Number of experiments completed
- Status of completed experiments(write up completed/not completed)

4. Outputs obtained from each completed experiments by research team

- Number of technologies planned to be generated
- Number of journals, reports, working papers etc.. Planned to be produced
- Number of technologies generated/released
- Number of journals, reports, working papers etc.. Produced

5. Technology multiplication

- Quantity of seed and other technologies multiplied
- Quantity of seed and other technologies distributed

6. Pre-extension demonstration of released/recommended technologies

- Type and Number of technologies demonstrated
- Number of FRGs established/strengthened
- Number of FTCs addressed

- Number of farmers/pastoralists participated by gender
7. Pre-scaling up of agricultural technologies
- Type and Number of technologies scaled up
 - Number of farmers/pastoralists reached by gender
8. Training of farmers/pastoralists and other stakeholders
- Number of farmers/pastoralists, private/public enterprises, DAs and SMS trained etc
9. How is your data management? Do you have data sheet/data file/data base for each research activity?
10. Crosscutting issues
- Are crosscutting issues such as gender, climate and nutrition well considered in your research?
11. Resource utilization
- How is the status of manpower to implement research projects?
 - How is your status of financial utilization?
 - Do all research facilities, equipment and materials required for the research are available as planned?
12. What are the challenges encountered in implementing research activities
13. Other issues

Appendix 6. Monitoring & Evaluation Reporting Form

Date of Reporting.....

Name of M&E team members.....

Name of visited research centers

Report details

1. Brief Introduction
2. Approaches followed in conducting M&E activities
3. M&E team’s observation and evaluation regarding implementation of research activities
 - 3.1. Number of experiments planned and executed

No	Name of research team	Number of experiments planned for the year	Number experiments started	Number of experiments discontinued/suspended	Remark

3.2. Status of experiments under implementation by team

No	Title of the experiment	Plan and execution of physical activities		Outputs planned to be delivered	
		Planned physical activities	Number experiments started	Planned	Achieved

3.3. Lists of experiments planned to be completed by team

No	Title of completed experiment	Number of completed experiments		Status of completed experiments			Deviations from the plan
		Planned to be completed	Completed	Write up completed	Under write up	Write up not started	

3.4. Outputs obtained from completed experiments by research team

No	Title of completed experiment	Outputs planned to be delivered				Deviations from the plan
		Plan		Achievement		
		Number of technologies planned	Number of journals, reports, working papers etc.. planned	Number of technologies released	Number of journals, reports, working papers etc.. produced	

3.5. Technology multiplication and distribution

No	Name of the technology	Unit	Multiplication		distribution		Deviations from the plan
			Amount planned to be multiplied	Amount multiplied	Planned	Achieved	

3.6. Pre-extension demonstration of released/recommended technologies

No	Category	Planned	Achieved	Deviations from the plan
1	Number of technologies demonstrated			
2	Number FRGs established			
3	Number FTCs addressed			
4	Number of farmers/pastoralists participated			

3.7. Pre-scaling up of proven technologies

No	Category	Planned	Achieved	Deviations from the plan
1	Number of technologies scaled up			
2	Number FRGs established			
3	Number of farmers/pastoralists participated			

3.8. Training of farmers/pastoralists and other stakeholders

No	Name of research team	Farmers		DAs		SMS		Remark
		Planned	achieved	Planned	achieved	Planned	achieved	

4. How is your data management? Do you have data sheet/data file/data base for each research activity?

5. Crosscutting issues

- Are crosscutting issues such as gender, climate and nutrition well considered in your research?

6. Resource utilization

- How is the status of manpower to implement research projects?
- How is your status of financial utilization?
- Do all research facilities, equipment and materials required for the research are available as planned?

7. Challenges encountered in implementing research activities

8. Conclusions and recommendations

Reported byDate.....

Appendix 7. Quarter report format

Name of the research center _____

Name of the research process: _____

Quarter: _____

1. Introduction (about the quarter report)

2. Activities performed with regard to leadership (1 to 5 (tokko-shane) meetings and other reform and leadership related activities)

3. Research activities/experiments

3.1. Plan and performance of research activities financed by IQQO

Table 1. Number of Planned and performed research activities financed by IQQO (According to GTP plan)

No	Research team	Annual plan	Activities planned & performed this quarter			Activities planned & performed till this quarter			Performance from the annual plan (%)	No of activities completed		No of activities discontinued/suspended	
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		this quarter	Till this quarter	this quarter	Till this quarter

Reason for not performing as planned : _____

Reason for not starting the activity; _____

Reason for discontinuing/suspending the activity: _____

3.2. Plan and performance of research activities supported by non-government budget

Table 1. Plan and performance of research activities supported by non-government budget (According to GTP plan)

No	Research team	Annual plan	Activities planned & performed this quarter			Activities planned & performed till this quarter			Performance from the annual plan (%)	No of activities completed		No of activities discontinued/suspended	
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		this quarter	Till this quarter	this quarter	Till this quarter

Reason for not performing as planned: _____

Reason for not starting the activity; _____

Reason for discontinuing/suspending the activity: _____

3.3. Plan and performance of each research activities (to be filled for each activity/experiment)

Research team: _____

3.3.1. IQQO financed activities

Table 3. Plan and performance of each research activities (*does not include pre-extension demonstration and pre-scaling up activities*)

No	Expt. Title and activities planned	Unit	Annual Plan	Activities planned & performed this quarter			Activities planned & performed till this quarter			% performance from annual plan	Reason for not performing as planned
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
1	Title of the activity No 1										
1.1											
1.2											
1.n											
Average performance of the experiment (summation of % performances divided by # of planned activities) (%)											
2	Title of the activity No 2										
2.1											
2.n											
Average performance of the team (summation of % average performances of experiments divided by # of planned experiments)											

3.3.2. Activities supported by non-government budget

Table 4. Plan and performance of each research activities (*does not include pre-extension demonstration and pre-scaling up activities*)

No	Expt. Title and activities planned	Unit	Annual Plan	planned & performed this quarter			planned & performed till this quarter			% performance from annual plan	Reason for not performing as planned
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
1	Title of the activity No 1										
1.1											
1.n											
Average performance of the experiment (summation of % performances divided by # of planned activities) (%)											
2	Title of the activity No 2										
2.n											
Average performance of the team (summation of % average performances of experiments divided by # of planned experiments)											

3.5. Intermediate results obtained from ongoing activities

- Name of research team
- Title of the activity
- Short description about the intermediate results obtained (Support with picture)

3.6. Technology/information generated in this quarter (According to GTP plan)

3.6.1. Technology/information generated from IQQO financed activities

No	Research team	Annual Plan	planned & performed this quarter			planned & performed till this quarter			% performed from annual plan	Reason for under performance (if any)
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		

3.6.2. Technology/information generated from activities supported by non-government budget

No	Research team	Annual Plan	planned & performed this quarter			planned & performed till this quarter			% performed from annual plan	Reason for under performance (if any)
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		

3.6.3. Brief description of technologies/information generated in this quarter

- Name of research team
- Title of the completed activity
- Short description of the technology/information generated (support with pictures)

3.7. Pre-extension demonstration activities

3.7.1. Number of technologies demonstrated, FRGs established, FTCs used for demonstration and farmers participated (for all demonstration activities) according to GTP plan

No	Category	Planned For the year (No)	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan	Reasons for under performance (if any)
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
1	Number of technologies demonstrated									
1.1.	Crop technologies									
1.2.	Livestock technologies									
1.3.	NRM technologies									
1.4.	Agricultural engineering technologies									
2	Number of FRGs established									
3	Number of farmers participated									
4	Number of FTCs used for demonstration									

3.7.2. Plan and performance of demonstration activities (To be filled for each demonstration activities)

No	Title of the activity	Lists of activities	Unit	Annual Plan	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan
					Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)	
1	Activity No 1	Site and farmers selection	%								
		Input procurement	%								
		Land preparation	%								
		Planting	%								
		Data collection	%								
		Data entry	%								
		Data analysis and report writing	%								
Average performance for the activity (%)											

2	Activity No 2	The same to above	%								

3.7.3. Name of technology demonstrated, location and participant farmers (to be filled for each demonstration activity)

No	Activity tile	Name of technologies demonstrated	District, PAs and FTCs in which demonstration took place	Number of farmers participated				Area covered by the technology	Benefits obtained as a result of using the technologies (yield, income etc.)
				Adult men	adult women	Young males	Girls		

3.8. Pre-Scaling up activities

3.8.1. Number of technologies scaled up, FRGs established and farmers participated (for all pre-scaling up activities)- According to GTP plan

No	Category	Planned For the year (No)	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan	Reasons for under performance (if any)
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
1	Number of technologies scaled up									
1.1.	Crop technologies									
1.2.	Livestock technologies									
1.3.	NRM technologies									
1.4.	Agricultural engineering technologies									
2	Number of FRGs established									
3	Number of farmers participated									
4	Number of FTCs used for demonstration									

3.8.2. Plan and performance of pre-scaling up activities (To be filled for each pre-scaling up activities)

No	Title of the activity	Lists of activities	Unit	Annual Plan	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual
					Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)	
1	Activity No 1	Site and farmers selection	%								
		Input procurement	%								
		Land preparation	%								
		Planting	%								
		Data collection	%								
		Data entry	%								
		Data analysis and report writing	%								
Average performance for the activity (%)											
2	Activity No 2	The same to above	%								

3.8.3. Name of technology scaled up, location and participant farmers (to be filled for each pre-scaling up activity)

No	Activity title	Name of technologies scaled up	District and PAs and where the activity is carried out	Number of farmers participated				Area covered by the technology	Benefits obtained as a result of using the technologies (yield, income etc.)
				Adult men	adult women	Young males	Girls		

4. Technology multiplication and distribution activities

4.1. Plan and performance of basic technology multiplication (According to GTP plan)

Research team	Type of technology planned to be multiplied	Unit	Annual plan	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan	Reason for under performance (if any)
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		

4.2. Plan and performance of technology multiplication (Farm management)-according to GTP plan

4.2.1. Crop and forage seed multiplication

Research process	Name of variety	Seed class	unit	annual Plan		planned & performed this quarter				planned & performed till this quarter Performance				% performance from annual plan	
				Area	yield	plan		performed		plan		performed		Area	yield
						Area	yield	Area	yield	Area	yield	Area	yield		

Remark: Reason for under/over performance _____

4.2.2. Multiplication of other technologies (beehive, improved heifers, rams, etc)

Research team	Type of technology planned to be multiplied	Unit	Annual plan	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)	

Remark: Reason for under/over performance _____

4.3. Technology distribution

Research team	Name of the technology	Unit	Amount distributed	Stakeholders(farmers and others) for whom the technology is distributed	Number of farmers receiving the technology		Remark
					Male	Female	

5. Trainings of farmers and other stakeholders (Support with pictures)

5.1. Trainings given to farmers and other stakeholders (According GTP plan)

No	Research team	annual Plan	Planned & performed in this quarter			planned & performed till this quarter			% performance from annual plan	Reason for performing under/above the plan
			Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		

5.2. Training topics and participants

Research team	Topic	Duration	SMS			DAs			Farmers/pastoralists					Over all			
			M	F	T	M	F	T	Adult men	Adult women	Young males	Girls	Total	M	F	T	
Total																	

6. Field days organized in this quarter (support with pictures)

Name of technologies visited	Places visited (district and PAs)	Number of participants								
		Farmers /pastoralists involved					Extension workers	Others	Total	
		Adult men	Adult women	Young males	Girls	Total				

7. FRGs established/strengthened in this quarter

Research team	Type of technology	Number of FRGs		Location(district and PA)	Number of members					
		Old	Newly established		Adult men	Adult women	Young males	Girls	Total	
Total										

8. Publications (journal articles, proceedings etc)

No	Name of research team	Title of the paper (write full citation)	Remark

9. Extension materials (leaflets, posters, manuals etc) produced and distributed in this quarter

Research team	Type of the material	Amount produced	Amount distributed		Total	Remark
			For farmers/pastoralists	For others		
Total						

10. Recruitment and long term training (According to GTP plan)

10.1. Recruitment

No	Research team	Education level	Annual Plan	Planned & performed in this quarter			planned & performed till this quarter			% performed from annual plan	Reason for under performance (if any)
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
		10 th grade and above									
		BSc									
		MSc									

10.2. . Long term training

No	Research team	Education level	Annual Plan	planned & performed this quarter			planned & performed till this quarter			% performed from annual plan	Reason for under performance (if any) Till this quarter
				Planned (No)	Performed (No)	Performed (%)	Planned (No)	Performed (No)	Performed (%)		
		MSc									
		PhD									
Total											

10.3. Short-term training

No	Research team	Training topic	Number of trainees			Training duration	Location	Remark
			M	F	Total			

11. Mention any other activities conducted in the quarter (eg. Gender and HIV AIDS, advisory services given, hosting apprenticeship students, experience sharing to other institutions, forming institutional collaborations with other institutions etc.)

12. Budget utilization

12.1. Capital budget (IQQO)

No	Research team	Annual budget (Birr)	Plan and performance of the quarter			Plan and performance till this quarter			% performed from annual plan	Reason for performing under/above the plan
			Plan (Birr)	Performance (Birr)	%	Plan (Birr)	Performance (Birr)	%		

12.2. Non-IQQO budget

No	Research team	Annual budget (Birr)	Plan and performance of the quarter			Plan and performance till this quarter			% performed from annual plan	Reason for performing under/above the plan
			Plan (Birr)	Performance (Birr)	%	Plan (Birr)	Performance (Birr)	%		

13. Problems/challenges encountered and measures taken

No	Research team	Problems encountered	Measures taken	solutions suggested/required

14. Major activities to be performed in the next quarter

15. Conclusion

Compiled by

Name: _____ Signature _____ date _____

Approved by (Center director):

Name: _____ Signature _____ date _____

Remark:

- The report must be prepared by team leaders, compiled by center process owners and submitted directly (through email) to respective directors and also to center planning unit*
- The center planning unit will compile the reports received from each center process owner as center report and submit to center director for approval after which it is directly and formally sent to IQQO*

Appendix 8. Annual report format

Name of the research center: _____

Reporting period: _____

1. Introduction

2. Number of research activities planned and executed in the year

2.1 By Government budget

Research team	Number of total activities planned to be executed for the year		# of Completed in the year (c)	# of Discontinued in the year *(d)	# Passed to next year (e=b-c-d)	New proposal approved for next year (f)	Total to be executed in next fiscal year (g= e+f)
	(as per GTP-II)(a)	Actual (b)					
Total							

*Reason for discontinued activities _____

2.2 By Non-Government budget (Collaborative activities)

Research team	Number of total activities planned to be executed for the year		# of Completed in the year (c)	# of Discontinued in the year *(d)	# Passed to next year (e=b-c-d)	New proposal approved for next year (f)	Total to be executed in next fiscal year (g= e+f)
	(as per GTP-II)(a)	Actual (b)					
Total							

*Reason for discontinued/suspended activities _____

3. Technologies/ information generation in the year (from research activities completed in the year)

3.1 Number planned and achieved

No	Research team	# of technologies/ information planned to be generated in the year (as per GTP-II plan)	Technologies/ information generated		Reason for under performance, if any
			Number	As % of annual plan	

3.2 Indicate the title of activities completed, whether write up is completed or not, major findings obtained and recommendations made (in abstract form) for each team

4. State major intermediate results/outputs (if any) obtained from ongoing research activities (doesn't include pre-extension demonstration and pre-scaling up activities)

- Title of the activity
- Major activities performed in the year
- Summary of the intermediate results/outputs obtained in the year

5. Pre-extension demonstration activities performed in the year (support with pictures)

No	Title of the activity	Name of the technologies demonstrated	Location (district, PAs and FTCs)	Plot size (ha) per farmer used for the trial	Quantity/amount of the technology distributed	Number of participant farmers/pastoralists					Benefits obtained (productivity/income gain)
						Adult men	Adult women	Young men	Young women	Total	
		e.g. Digalu variety									

Note: Pictures should be put under the table with its description (what it is, location, year and other relevant information)

6. Pre-scaling up activities performed in the year (support with pictures)

No	Title of the activity	Name of the technologies scaled up/out	Location (district and PAs)	Plot size (ha) per farmer used for the trial	Quantity/amount of the technology distributed	Number of participant farmers/pastoralists					Benefits obtained (productivity/income gain)
						Adult men	Adult women	Young men	Young women	Total	
		e.g. Gudane (potato variety)									

Note: Pictures should be put under the table with its description (what it is, location, year and other relevant information)

7. Basic technology multiplication

Res. team	Type/name of technologies planned to be multiplied in the year (as per given in GTP=II) plan	Unit	Amount planned to be multiplied(as per GTP=II) plan	Amount multiplied	Performance as % of annual plan	Reason for under performance, if any

8. Technology multiplication by Farm management

8.1. Forage seed multiplication

Res. team	Type/Name of forage variety	size of land planned to be cultivated(as per GTP=II) plan	Land actually cultivate (ha)	Amount of seed yield planned to be obtained	Amount actually obtained (qt)	yield performance as % of annual plan

- Indicate Reason for under performance, if any _____

- Indicate how many of these are distributed and to whom, disaggregating by gender

8.2. Other technologies multiplied (improved heifers, bulls, bucks, fingerlings, etc)

Res. team	Type/Name of technology	unit	Annual plan (as per GTP-II plan)	Annual performance	Performance as % of annual plan	Reason for under performance , if any

- Indicate how many of these are distributed and to whom, disaggregating by gender

9. Trainings given for SMS, DAs and farmers in the year

9.1. Farmers training

No	Research team	Training topic	Location (where the training is given)	Duration (for how long)	Number of participants					Remark
					Adult Men	Adult Women	Young men	Young women	Total	

Note: Pictures should be put under the table with its description (what it is, location, year and other relevant information)

9.2. SMS and DA's training

No	Research team	Training topic	Location (where the training is given)	Duration (for how long)	Number of SMS trained			Number of DAs trained			Remark
					Male	Female	Total	Male	Female	Total	

Note: Pictures should be put under the table with its description (what it is, location, year and other relevant information)

10. Field days organized in the year

No	Technologies/research activity on which field day was organized	Location (district and PAs)	Number of participants							
			Farmers/pastoralists					Extension workers	Other stakeholders (GOs and NGOs)	Total
			Adult Men	Adult Women	Young men	Young women	Total			

Note: Pictures should be put under the table with its description (what it is, location, year and other relevant information)

11. FRGs established/strengthened in the year

No	Research activity for which FRG was established/strengthened	Number of FRGs established /strengthened		Location (District & PAs)	Number of members					Remark
		Newly established	Strengthened		Adult Men	Adult Women	Young men	Young women	Total	

12. Extension materials produced and distributed in the year

No	Research team	Topic & Type (leaflet, manual, posters, etc) of extension material	Quantity prepared (number)	Quantity distributed (number)			Remark
				For farmers	For others	Total	

13. Articles published in the year by research team

No	Research team	Title of the article	Type (journal, chapter in a book, Proceeding, working paper, newsletter, etc)	Name of the author(s)

14. Current manpower status of the process

Research team/support process	Number												Remark				
	PhD		MSc/MVSc/MA		DVM		BSc/BA		Dip		Others			Total			
	M	F	M	F	M	F	M	F	M	F	M	F		M	F		
Total																	

15. Number of Staff on long term training

Research team	Level of education pursued (MSc/PhD)	Those started in 2006EC		Those started in 2007EC		Those started in 2008EC		Total		Over all Total
		M	F	M	F	M	F	M	F	
Total										

In your narration:

- indicate how many are studying on what fields of study such as breeding, rangeland management, veterinary, etc), disaggregating by gender
- State how many researchers got short term trainings (gender disaggregated), indicating in what field, for how many days, where, etc

16. Staff recruitment & transfer for the process

- State staff recruited for each team indicating their qualification, profession, team, gender, etc.
- State staff transfer indicating the same information and also reason for transfer

17. Capital budget allocation and utilization

17.1. OARI funded

No	Research team	Annual Plan & utilization			Remark
		Planned/allocated for the year (Birr)	Utilized		
			(Birr)	% of allocated	
	Total				

- Give reason for any under utilization _____

17.2 Funded by other organizations

No	Research team	Annual Plan & utilization			Remark
		Planned/allocated (Birr)	Utilized*		
			(Birr)	% of allocated	
	Total				

- Give reason for any under utilization _____

18. Mention any other technical and administrative activities conducted in the year (eg. Workshops conducted, panel discussions organized, technical advisory services given, hosting apprenticeship students, experience sharing to other institutions, forming institutional collaborations with other institutions etc.)

19. Technical and administrative challenges and problems encountered and measures taken in the year

No	Problems encountered	measures taken	Solutions suggested	Remarks

Appendix 9.Evaluation Criteria for Completed Research Project

The evaluation of completed research projects is important to objectively assess whether a project/experiment objectives have been achieved as per the planned conditions. The evaluation must take into account qualitative and quantitative assessment of objectives and outputs, publications, timeliness, technology and information for production and economic value of the technology/information developed with a relative scoring mechanism and grading of the project as excellent, very good, good, average, and below average. The evaluation of the completed research projects will be based on the information provided as per the following specified evaluation criteria and weightage parameters.

Evaluation criteria and weightage parameters for evaluation of completed research project

No.	Criterion	Methodology	Marks (output)
1	Achievements against approved outputs under the research project	Qualitative and quantitative assessment of objectives and outputs under the project will be carried out	85
		a) Planned output against output achieved (Technology, Information, etc.)	40
		b)Extent to which standard methodology, experimental designs, test procedures, and analytical methods followed	10
		c) Does the data justify the conclusions?	10
		d) Innovativeness and creating of new knowledge	10
		e) Additional outputs over the project outputs	05
		f) Creation of linkages for technology developed under the project for needy users	05
		g) Timeliness of outputs in relation to planned duration	05
2	Publications	Assessment will be done in respect of research	10

		papers (journal and proceedings); reports/manuals; working and concept papers; books/book chapters/bulletins. Quality of publication(s)	
3	Quality of available documents of the project/experiment	Research project files, data, reports, etc.	05
	Total marks		100

Grading of Research Project/experiment Performance

Grading of a research project/experiment will be done as per the marks obtained.

Marks obtained	Grading
≥ 80	(1) Excellent
≥ 70 and < 80	(2) Very good
≥ 60 and < 70	(3) Good
≥ 50 and < 60	(4) Average
< 50	(5) Below average

Appendix 10. Performance Evaluation of Individual Researcher

Individual researchers of a team participating in the research project/experiment would be assessed for their performance through evaluation system in a scale of 1 to 10 for each of the following attributes.

Criteria for individual researcher's performance evaluation in research project planning and implementation

No.	Criterion	Marks
1	Percentage of the assigned activity completed	40
2	Quality of the completed activity	10
3	Authenticity/reliability of the data generated	10
4	Enthusiasm and sincerity to work	10
5	Outputs delivered	20
2	Collaboration and cooperation demonstrated in performing the task at hand	10
	Total score	100

Note: The evaluation of the individual researcher will be done by the research team including self and will follow the reviewing mechanism as implied for the research project evaluation.

Grading of Individual Researcher's Performance

Grading of a research project/experiment will be done as per the marks obtained.

Marks obtained	Grading
≥ 90	(1) Excellent
80 - 89	(2) Very good
65-79	(3) Good
50-64	(4) Average
< 50	(5) Below average