

# Guide to Administrative Procedures for IDRC programs



Client Services Group

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*Should you require additional information  
or have comments about this guide,  
please contact  
a Coordinator in the Client Services Group.*

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# Quick Tips

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# Qtip 1: Approval Authorization

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## Introduction

Under the terms of the law governing the IDRC, all authorities of the Centre are assumed by the Board of Governors. The Board delegates some of its authorities to the Senior Management Committee (SMC) which, in turn, delegates to the IDRC staff certain authorities.

The tables in the following pages summarize the project signing authority levels delegated to program staff. It should be noted that two modes of delegation co-exist: the regular mode and that of the prospectus.

## Definition

Prospectus: A document approved by the Board of Governors making state, for a Program Initiative, objectives, over a three-year expected outputs and indicators of success.

## Principle for supplementing grants

The supplementing grant is approved by the person holding the delegation authority for the amount in question, unless the total of the funds granted to date exceeds the level of maximum delegation of the person who carried out the original approval.

# Grants approved under the aegis of a Prospectus

Figure 1a.

Project or RSA Value	Signature / approval	Notes <sup>†</sup> all documents are produced in RADIUS
\$500,000 or less	PITL	<ul style="list-style-type: none"> <li>• The CSG AO reviews the preliminary version <b>prior</b> to going to the PITL.</li> <li>• The PITL signature indicates PIT clearance and approval.</li> <li>• If greater than \$250,000 the AcO must verify.</li> </ul>
\$500,001 to \$1,000,000	VP Programs	<ul style="list-style-type: none"> <li>• The CSG AO reviews the preliminary version <b>prior</b> to going to VP Programs.</li> <li>• The AcO must verify.</li> <li>• The PITL signature indicates PIT clearance and approval</li> </ul>
More than \$1 Million	2 VPs and the President	<ul style="list-style-type: none"> <li>• The CSG AO reviews the preliminary version <b>prior</b> to going to the two VPs and the President.</li> <li>• The AcO must verify.</li> </ul>

<sup>†</sup> Use Preapproval Circulation Sheet and follow steps that are indicated.

# Grants not covered by a Prospectus

Figure 1b.

Project or RSA Value	Signed/ Approved by	Notes <sup>†</sup> (all documents are produced in RADIUS)
\$25,000 or less	PO	<ul style="list-style-type: none"> <li>PIT (<i>PITL must indicate PIT clearance</i>)</li> <li>Draft must be reviewed by CSG AO prior to finalization &amp; approval</li> </ul>
\$75,000 or less	SPO, SPP	<ul style="list-style-type: none"> <li>PIT (<i>PITL must indicate PIT clearance</i>)</li> <li>Draft must be reviewed by CSG AO prior to finalization &amp; approval</li> </ul>
\$150,000 or less	PITLs	<ul style="list-style-type: none"> <li>PIT (<i>PITL signature indicates PIT clearance and approval</i>)</li> <li>Draft must be reviewed by CSG AO prior to finalization &amp; approval</li> </ul>
\$250,000 or less	Research Manager, VP, or Regional Coordinator	<ul style="list-style-type: none"> <li>PIT (<i>PITL must indicate PIT clearance</i>)</li> <li>Draft must be reviewed by CSG AO prior to finalization &amp; approval</li> </ul>
more than \$250,000	SMC (up to \$500,000)  BOG (more than \$500,000)	<ul style="list-style-type: none"> <li>PIT (<i>PITL must indicate PIT clearance</i>)</li> <li>Draft must be reviewed by CSG AO prior to going to SMC</li> <li>Research Manager, VP Programs, or Regional Coordinator must sign</li> </ul>

<sup>†</sup> Use Preapproval Circulation Sheet and follow steps that are indicated.

# Approval for PIs Supplementing Pre-prospectus Grants with Prospectus Funds

Figure 1c.

Original Grant (\$)	Original Grant was approved by	Supplemented Grant Value (\$)	Supplement Approved by
0 to 25,000	PO	less than 25,000	• PO
		25,001 to 75,000	• SPO
25,001 to 75,000	SPO/SPS	less than 75,000	• SPO
		75,001 to 150,000	• PITL
75,001 to 150,000	Research Managers/Directors	less than 150,000	• PO (suppl. 0-25,000) • SPO 25,001-75,000 • PITL (more than 75,000 )
		more than 150,000	• PITL
150,001 to 250,000	VP	less than 250,000	• SPO (suppl. 0-25,000) • SPO (suppl. 25,001-75,000) • PITL (more than 75,000 )
		more than 250,000	• PITL
250,001 to 500,000	SMC	less than 500,000	• PO (suppl. 0-25,000) • SPO (suppl. 25,001-75,000S) • PITL (suppl. more than 75 000)
		more than 500,000	• VP
more than 500,000	Board of Governors	more than 500,000	• VP
		more than 1 million	• Two VPs and the President

# Qtip 2: Proposal Review & Clearance

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These notes refer to the numbers on the flowchart on page Qtip2.../3.

1. **RIMS (Research Information Management Systems) file opened.**

The proposals are submitted to the Responsible Officer for the evaluation and approval of the grants. A proposal describes in detail, the scientific, legal and budgetary dimensions of a project. The preliminary proposal consists of a description of the concepts rather than a detailed submission of the project.

2. The Program Officer (PO) decides that the idea is worth *considering*. The PO shares it with the Program Initiative Team (PIT). After doing so, the PO requests the Program Assistant (PA) to enter this activity as an **“IDEA” into the Radius Pipeline and to have a file opened using the Radius Pipeline number.** *(The PA should be involved for information; it is the records clerk who actually opens the file.)*

3. **PIM or draft RSA prepared and circulated.**

The PIT has decided this proposal is worth developing. At this stage, a PIM is prepared using the RADIUS Pipeline module or, in the case of a draft RSA, the RADIUS RSA module. *(If this activity passes the next stage, a Project Summary needs to be prepared with all the information required by the responsible persons who will approve the grant, this information will become part of the PS and will not need to be reentered).*

The PIM can be distributed as either a hard or an electronic copy — by alerting those on the distribution list to retrieve it from RADIUS or by sending them a hard copy.

The circulation list should include:

- PIT members;
- Appropriate Regional Director(s);
- Ethics Committee (if appropriate); and
- Gender Group.
- Tavinder Nijhawan

**4. PIT discusses PIM or draft RSA and decides to reject the activity.**

If the PIT decides not to proceed any further with this activity, the PO must inform the proponent in writing. The PA must arrange for the file to be closed, and the PA must then change the Pipeline status of this activity to REJECTED. The Pipeline has a NOTES field which can be used to record the reasons for the rejection of the proposal.

**OR**

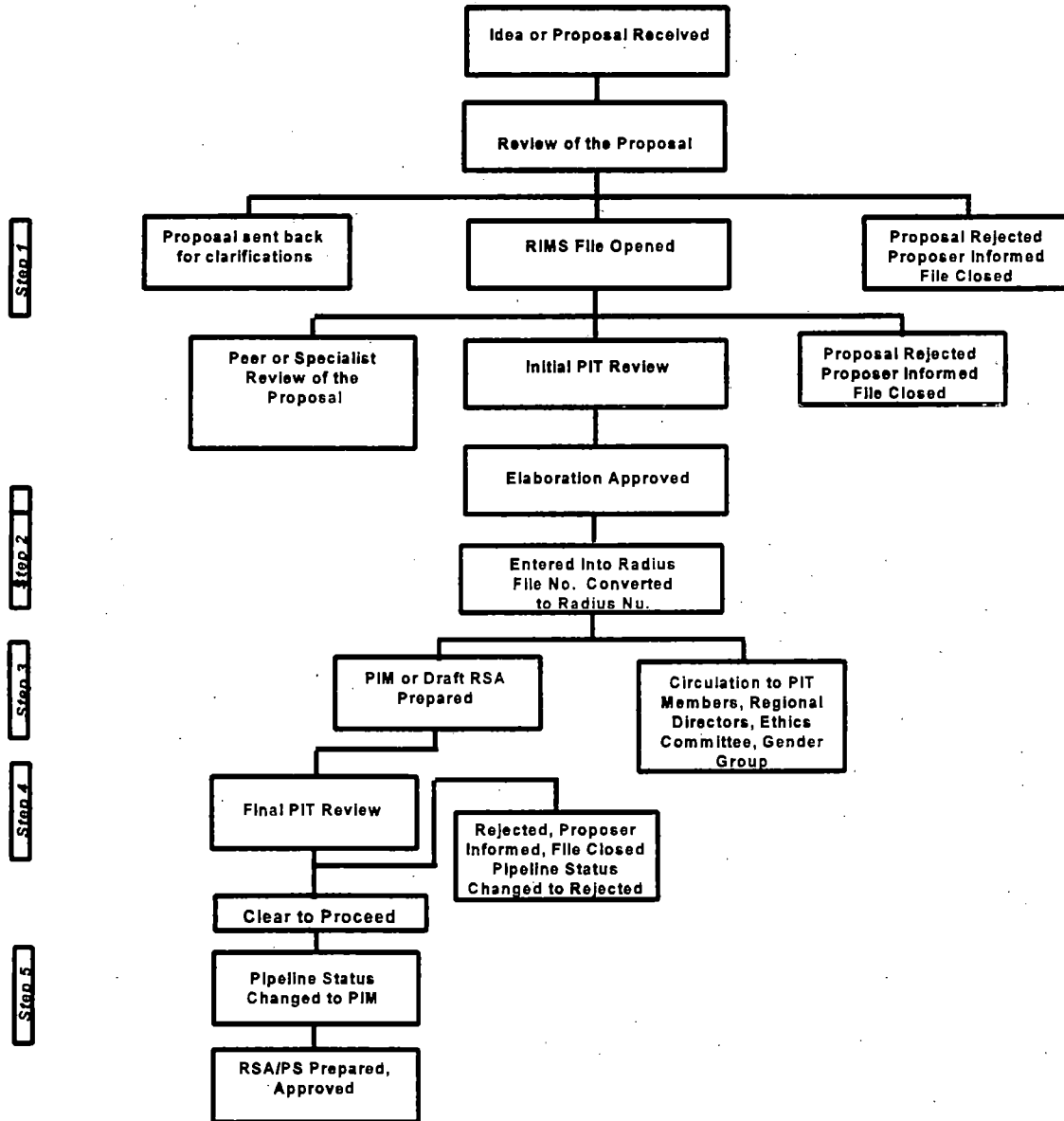
**5. PIT clears the activity.**

If the PIT decides this proposal should go ahead, the Pipeline status of the activity should be changed to PIM. The PO/PA must prepare a Project Summary using RADIUS AUTOPS (which will automatically contain any information already entered in the Pipeline) or final RSA (*see Qtips 4 & 5*).

Several steps then take place:

- The PS or RSA will be reviewed for accuracy and completeness by the CSG Admin. Officer (*see Qtip 6*).
- The PIT Leader will be asked to indicate that this activity has been approved by the PIT.
- The document will then be submitted to the appropriate authority for signature.

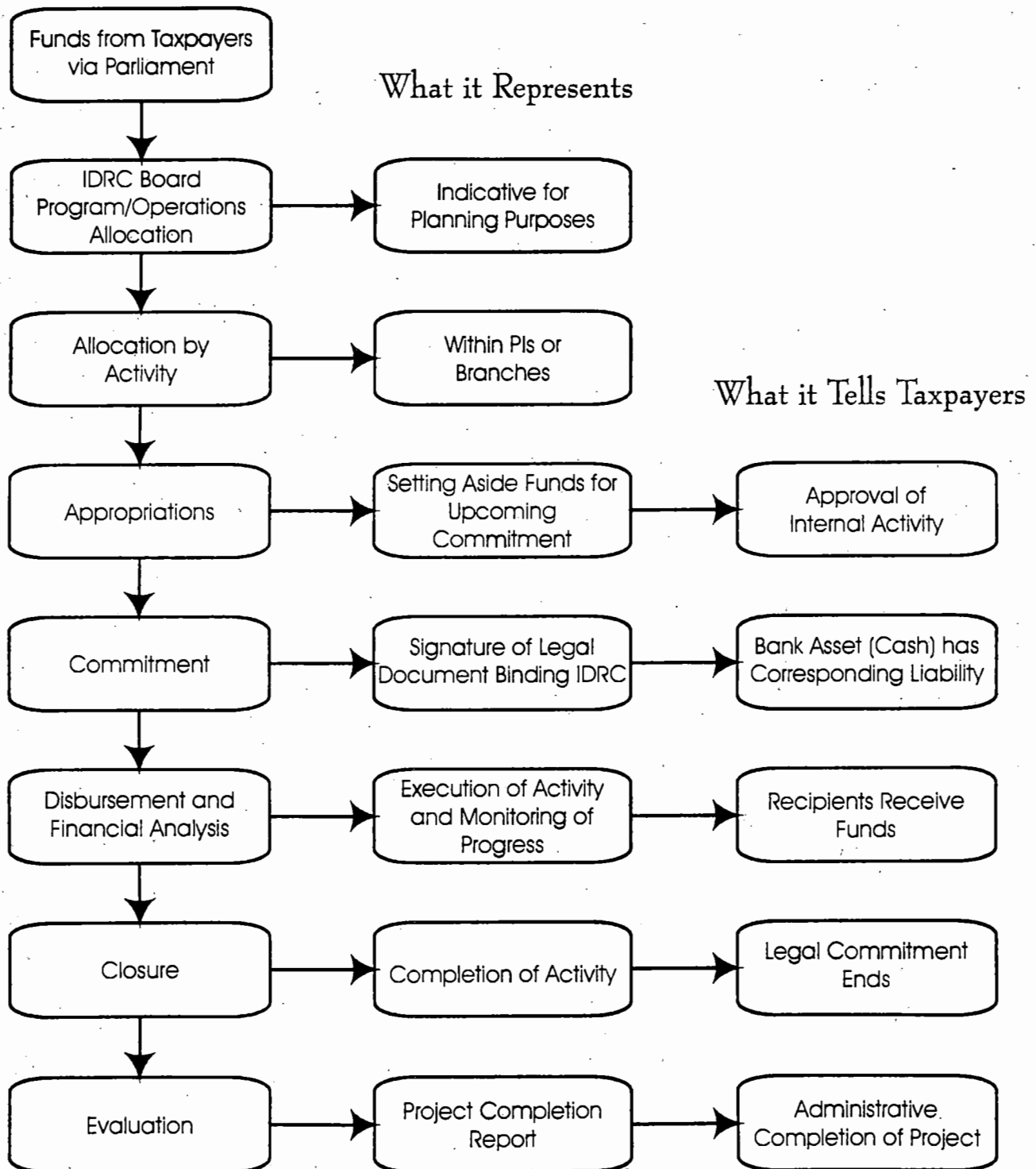
# Proposal Review and Clearance



(voir Conseils No. 3, 4, 5 et 6)

# The Overall Scheme of Program Activities and Appropriations

## Activity Life Cycle





# Qtip 3

## Negotiation of Grants Budgets

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Most budgets in proposals have a built-in “cushion” or negotiating room. Therefore, if POs are to protect the interests of the Centre, they must *negotiate* a budget with the proposers.

The underlying rationale in making grants is that the *total cost of the project must be shared between the recipient and IDRC*. The IDRC portion should provide only those items that the recipient is unable to provide and that are directly related and essential to the project.

IDRC has very specific policies as to the eligibility of some grant-related expenses. Eligible expenses for grant funding fall under twelve budget categories. (*See Standard Project Budget Categories, page Qtip 3.../4*).

### Salaries

We must be careful that any salaries charged to the project are for staff recruited (or seconded formally) **specifically** for the project. In other words, a recipient cannot simply transfer payroll costs of existing staff to the project.

IDRC does not as a rule reimburse salaries at a rate higher than the payroll cost of the institution (or approximately 1.3 times the actual salary received by the employee). Any fees paid to project personnel who are not usually employed by the recipient institution would go under the category “Consultants.”

Before accepting to pay any salary supplements or topping up, the approval of the regional comptroller of the office serving the region where the recipient institution is located should first be obtained (see MPM Vol. III, Section 2.7).

A salary supplement or **topping-up** is an additional sum of money (i.e., in addition to normal salary) that researchers (or other staff), already employed by the recipient institution, receive for their involvement in an IDRC-supported project.

The PO or PA can consult IDRC's Corporate Data Base in order to know the Centre's past practices. Normally, IDRC will not provide the full salary of a project leader.

We never pay topping-up to Canadian recipients. However, if justified, modest **replacement costs** may be provided. These costs might allow a university to hire a lecturer to take over some lectures while a professor is travelling to the collaborating institution.

### Overhead

The Centre's overhead policy applies to all recipients. Overhead can be a contentious issue when you negotiate a budget. Normally, IDRC does not pay any overhead because it believes that these costs should be a recipient contribution. However, when the recipient is unable to absorb these costs, IDRC will pay overhead or support-services costs up to 13% of the total of all recipient-administered budget items, excluding capital equipment and overhead/support services.

The preferred way to provide such support is to budget for direct support costs (support services) incurred by the project, e.g., clerical and accounting support and communication expenses.

A combination of both support services and overhead is possible, but then the total of both categories, excluding capital equipment, may not exceed 13% of the other budget items. It is wise to consult the CSG Admin. Officer on this issue **prior** to making any kind of commitment to the recipient.

## Centre-Administered Portion (CAP) of the Budget

In the past, the CAP portion of the budget constituted a fairly large proportion of the grant funds and often included capital equipment, international travel, and training.

More recently, Centre management has emphasized the need for capacity-building in the procurement of equipment and services by developing country institutions. Therefore, only those items that absolutely cannot be handled in any other way are included in the CAP budget.

In accordance with this view, the Centre has reduced its capacity to handle CAP purchases, and administrative procedures have been modified to:

- Allow recipients to do all the work (specifications, tender call, and ordering) before IDRC pays the invoice directly, but on behalf of, the recipient;
- Let recipients handle all administration — IDRC only issues a certificate of donation if needed to ensure that the purchase is exempt from import duties and certain taxes; and
- Let Canadian partners administer budget items on behalf of their partners. In such projects, it may be justified to include these items in the overhead calculation of the Canadian partner.

## Budget Notes

Budget Notes are an important and necessary part of a PS.

- Notes should provide an explanation for every budget item and explain the recipient's and IDRC's contribution to the item.
- Notes are particularly useful when a project's monitoring and management responsibilities are transferred to other staff. They can also avoid disagreements about budgeting or about where splits in responsibility lie between the recipient and IDRC.

# Standard Project Budget Categories

## Capital Equipment

Capital equipment has a useful life of more than one year and costs more than 1,000 CAD per item. The equipment can be purchased by either the recipient or by IDRC on behalf of the recipient. The cost should include the basic purchase price, any related sales tax, identifiable freight costs, and other order-filling costs. However, IDRC does not pay import duties because most country agreements exempt IDRC from paying these costs. Examples of capital equipment are microcomputer hardware and related software, microfiche equipment, and office furniture.

## Coordination

These expenses relate to the coordination of a project. This coordination could be of a network of recipient institutions in several countries, several institutions within one country, or several components (or subprojects) within a single institution. Coordination ensures that all components of the project follow the same objectives and approaches, including budgetary monitoring.

Coordination expenses can include:

- The direct salaries associated with the coordinator and his or her staff (e.g., allowances and honoraria); and
- Direct expenses to run the coordinating unit (e.g., office expenses, rent, travel, and communication).

Any cost that is not 100% associated with coordination activities is termed an indirect cost, and as such, must be reported under another line item.

## Conference

These costs include expenses related to attending project-related seminars, meetings, and conferences organized by the recipient. This category **does not cover** the cost of conferences to disseminate research results from IDRC-supported projects. These activities should be reported under Dissemination.

Costs for conferences can include:

- Accommodation;
- Travel;
- Registration fees;
- Catering services;
- Rental of audiovisual equipment;
- Attendance at meetings of an advisory board; and
- Honoraria for presentation of papers.

## Consultants

These costs are related to acquiring the services of a consultant for a specific activity within the project. The consultant should provide expert professional advice to project staff and work on a **fee-for-service** basis.

Compared with project advisors (*see Salaries*), consultants are contracted for shorter periods to work on specific assignments.

Consultant costs can include:

- Fees;
- Living expenses;
- Travel and accommodation costs; and
- Support services hired directly by the consultant and billed to the project.

If a cost breakdown is not feasible, an explanation should be provided in the budget notes as to why only a lump sum can be given.

## Dissemination

Costs in this budget category cover all IDRC dissemination activities and can include:

- The costs of project-related seminars; and
- Meetings or conferences that are organized by the recipient to disseminate research results from IDRC-funded projects.

Dissemination also includes the costs of reproduction, publication, distribution, and preparation of project outputs (e.g., publications, bibliographies, abstracts, and databases).

Dissemination costs can include:

- Accommodation;
- Travel;
- Registration fees;
- Catering services;
- Rental of audiovisual equipment;
- Attendance at meetings of an advisory board; and
- Honoraria for presentation of papers.

## Evaluation

Evaluation is the systematic assessment of a project, program, policy, or strategic issue. It seeks to assess either progress toward achieving objectives or the quality and effects of Centre-funded activities. Evaluation may occur during an activity or after its completion.

Evaluation costs can include:

- Consultant fees;
- Travel expenses; and
- Dissemination of the evaluation findings.

In projects where evaluation is the **primary** objective, costs may also include:

- Research expenses;
- Training; and
- Salaries and benefits for personnel directly involved in the evaluation.

## Research Expenses

Research expenses encompass services and materials (including reference materials) required to carry out the research.

These expenses can include:

- Remuneration paid to persons gathering data and information;
- Maintenance and operation of project vehicles;
- Consumable goods or noncapital equipment (e.g., photocopier supplies or equipment costing less than 1,000 CAD);
- Maintenance of research equipment;
- Computer services;
- Honoraria paid to project advisors;
- Local travel;
- The purchase of monographs, serials, videos, cassettes, and reference materials for the project;
- Casual labour; and
- Rent paid for land or premises used in a research activity.

## Salaries

Salaries include all remuneration, allowances, and benefits paid to recipient project staff and to project advisors hired for a specific project.

Project advisors are individuals hired for fairly long periods and paid regular sums. The Centre will not top-up salaries of project advisors from Canadian institutions. In developing countries this **may** be done, but it should be cleared in advance with the Regional Comptroller (*see MPM Section 2.7*).

## Support Services and Overhead

Support services should only encompass those administrative costs that are not directly related to research. They can include:

- Clerical, accounting, or secretarial help;
- General office expenses;
- Office accommodation;
- Rent and utility charges;
- Noncapital office furnishings and equipment;
- Communication costs;
- Courier;
- Telex;

- Postage;
- Computer services of an administrative nature (unrelated to analysis or compilation of research data); and
- General office and administrative photocopying and reproduction costs.

The Centre expects the recipient to absorb the overhead or administrative costs of a project as part of its local contribution. However, if the recipient will not or cannot do so, IDRC will contribute overhead costs up to a maximum of 13% on all recipient-administered costs, excluding the cost of capital equipment.

If support services and overhead are charged to IDRC's contribution, the total of the two must be within the 13% limit. Exceptions must be documented in the Budget Notes. (The AUTOPS budget software automatically calculates the maximum allowable overhead and indicates if this amount has been exceeded.)

### **Overhead and Canadian Institutions**

For some Canadian institutions, special overhead agreements have been negotiated in the past. For example, many universities will accept a 2% overhead on international travel funds, and 13% on other items. It's always useful to check previous projects with a recipient before you finalize a budget for a new project.

### **Training**

This budget item can include:

- A trainee's registration and tuition fees;
- Living and other allowances;
- Research and training expenses; and
- Travel costs during the trainee's participation in degree or diploma programs, short courses, student field work, postdoctoral training, or other scholarly activities.

The training budget should be reported in four categories based on the type of training being supported:



- PhD — study leading to a PhD degree.
- Masters — study leading to a Masters' degree.
- Short Course — study leading to a diploma or certificate; and
- Other — all other scholarly activities (e.g., field work or postdoctoral study).

Training for project staff that relates to the implementation of research activities should be shown under Research Expenses.

## Travel

This budget item covers costs incurred by project staff **outside** the local research area (all local travel must be reported under Research Expenses).

Travel costs include:

- Costs of transportation;
- Accommodation;
- Meals;
- Airport and departure taxes; and
- Other related items.

**Note:** Travel costs specifically related to research expenses (local travel), training, dissemination, evaluation, and coordination should be reported under **these specific budget items** and not under Travel.



# Qtip 4:

## Steps to follow in Preparing a PS

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### Titles

Just as ships are identified by the flag they fly, projects are identified by their title. The title should be brief (maximum of 40 characters) and succinct. A lengthy title gets abbreviated in reports (such as RADIUS and IDRIS), which can make it quite meaningless or sometimes even humorous.

For example, the title *Consolidated Research Project on the Sustainable Exploitation of Forests in Bhutan* would show up on most RADIUS reports as *Consolidated Research Project on the Sustainable*.

In this case, it would have been better to change the title to *Sustainable Use of Forests in Bhutan*. Although not mandatory, it is useful to include the name of the country in the title.

### Recipient, Research, Administering Institutions

Sometimes, the same institution fulfills all three functions.

- **Recipient:** The official institution or organization that receives the grant and enters into an agreement with IDRC (signs the MGC), e.g., a university or government ministry or an international organization.
- **Research Institution:** The body that actually carries out the research, e.g., an institution or department in the university or government ministry.
- **Administering Institution:** The agency that administers the funds and issues the financial reports on the project, e.g., a research foundation, a department of financial services, or a treasurer's office.

## Abstract

If the title is the flag of the ship, the abstract is definitely its manifest. The abstract states what the project will accomplish. (*See How to Write a Project Abstract and the examples at the end of this Qtip.*) The abstract should be in French or in English.

## Appraisal

The appraisal reflects the opinion of the PO and his/her peers on **how** this project fits into program and Centre objectives, **why** it is important, and **what** makes it different and innovative. As well, it should assess inherent risk and the recipient's capacity to carry out the project.

The appraisal should not:

- repeat the data that is listed elsewhere in the PS;
- be more than four pages long (five pages if it includes an evaluation of a previous phase).

The appraisal should:

- address all the mandatory paragraphs of the project as per IDRC objectives (*see MPM Vol. III, Section 4.4*);
- include special instructions for the preparation of the MGC;
- be prepared in one of the official languages (English or French);  
and
- be signed.

## Objectives

The objectives must be entered into AUTOPS. Because these objectives will be used to prepare the MGC, they must be reviewed carefully. The PO may have to rewrite the objectives to make them suitable to the MGC.

## Budget

Please refer to Qtip 3 for helpful tips on negotiating and preparing the budget.

## Elements of a Project Proposal

- **Background**

A brief history of the problem, its importance, and scope. Should review previous related research by the proponent(s), salient results, and links with other research programs and projects.

- **Objectives and Results of Previous Phase (if applicable)**

When there was a previous phase, it should be stated whether the objectives were fulfilled and whether the program's objectives were realized.

Under each objective, briefly state what was done, the results and impact, and what remains to be done on the next phase.

- **General and Specific Objectives**

The **General Objective (goal)** states the result(s) that can be achieved by deploying the resources described in the proposal, i.e., what is to be achieved by this project, **not** second- or third-generation hoped-for consequences.

**Specific Objectives (objectives)** list specific, measurable elements that are required to achieve the general objective. Objectives should be clear, precise, and expressed with concrete rather than abstract terms. Objectives should describe in one sentence the expected results or performance, their conditions, and the performance criteria (that will be used to define success or failure). There should be as many objectives as performance criteria.

- **Anticipated Results and Beneficiaries**

Desired outputs or results and how these will reach the intended beneficiaries (in both the short-term and long-term). The impact of the project on the environment, the economic situation, the

livelihood of the population, as well as on various gender, ethnic, social and age groups has to be determined, particularly if the project's results can be negative for one of these groups. Differentiate between gender, ethnic group, social strata, and age, particularly if one of the groups could be adversely affected by the results of the project.

- **Methodology**

We must describe the analysis process to which was subjected the proposal when describing the characteristics of the research.

Organized by objective, this should set out **what** is to be done and, unless obvious, **how** it is to be done. Use point form if practical.

- **Institutional Aspects**

Presents factual information about the proponent institution(s). If there is more than one institution, indicate how they will split responsibilities. Explain the discipline and qualifications of **key persons** and the percentage of time they will devote to the project.

The strengths of the institution, or its past achievements, as well as its legal status should be specified.

- **Schedule of Activities**

Sets out the sequence and timing of specific activities in the project.

- **Language of Proposal**

Proposals are accepted in English, French, or Spanish. However, if the proposal is in Spanish, an Executive Summary must be prepared in French or English and attached to the PS.

# How to Write a Project Abstract

1. The purpose of the Abstract is to provide a brief summary of the research that will be undertaken. The abstract entered in the AUTOPS will form part of the “public view” of IDRC projects in IDRIS (Inter-Agency Development Research Information System). Users from around the world can access IDRIS directly online or via the Internet.
2. The Abstract has three parts that should be written in the following order:
  - Brief **background information** on the overall context for the research and its potential impact and benefits. Should include references to related research activities previously supported by IDRC, e.g., earlier project phases. It is not necessary to list project numbers.
  - A brief description of the **development problem** to be solved and how this research could contribute to its solution.
  - A statement of the **research objectives** and, when of particular interest, an outline of the research methodology.
3. The Abstract should contain a maximum of 2200 characters.
4. To promote maximum use of the Abstract by an international audience:
  - Use short sentences that are written in the future tense and in the active voice;
  - Avoid using highly technical terms (when such terms must be used, they should be defined in nontechnical language);
  - Avoid repeating information in the abstract, e.g., only mention once the country in which the research will be undertaken; and
  - Identify acronyms in full the first time they are used.

# Sample Project Abstracts:

## Complete

### **Participatory Research and Gender Analysis for Technological Development (Global)**

The participation of farmers, especially women, in the design, development and testing of technologies is crucial for achieving benefits that improve the livelihood of poor people. This project will strengthen and mainstream the use of gender analysis and participatory research in the research agenda of the Consultative Group on International Agricultural Research (CGIAR). In particular, the project will determine the potential of upstream participatory research and development methods in two main areas: the conservation of (agro) biodiversity and the sustainable management of natural resources. The project will be carried out by several international agricultural research centres (CIAT, IRRI, CIMMYT) in collaboration with national research institutions, nongovernmental organizations, and farmer groups. The outputs will be techniques and tools that are widely applicable, both useful inside and outside the CGIAR system.

## Incomplete

### **Approtech Asia Information System on Water and Sanitation**

This project, which is designed to assist Asian NGOs in their water and sanitation activities, has three specific objectives:

- (a) to build and maintain a bibliographic data base of literature appropriate to Asian NGOs;
- (b) to build and maintain a data base of community-based projects on water and sanitation in Asia; and,
- (c) to build and maintain a data base of regional experts.

This abstract has:

- No introduction;
  - The incorrect form;
- and
- No concluding statement with information on project methodology.



# Sample Project Abstracts:

## Bad

### Typhoid Porins (CHILE)

Chile has a high incidence of typhoid fever, approximately 100 cases per year per 100,000 in habitants. It shares this problem with many less developed countries. The control of the disease would benefit from an efficient and simple immunodiagnostic procedure which is not available today.

This project aims at the development of such a diagnostic procedure. It is based on the original finding that typhoid patients develop high titers of IgG antibodies against *Salmonella typhi* porins. Porins are abundant proteins from the outer membrane of these gram negative bacteria. This project will study the specificity, sensitivity and predictive value, both positive and negative, of high anti *Salmonella typhi* porins titers, in a population where the disease is endemic making the present routine immunodiagnostic procedures less efficient. In addition, the potential application of elevated antiporin titers will be explored to monitor seroconversion after vaccination and also for the chronic carrier conditions.

Specifically, the objectives are (a) to evaluate the diagnostic capacity of the *S.typhi* porins antibody response in a group of typhoid fever patients, (b) to determine the temporal course of the serological response, © to measure the *S.typhi* porins antibody response in subjects vaccinated with the *S.typhi* Ty21a strain.

If the project establishes the diagnostic value of high antiporin titers, it could lead to the development of a simplified ELISA test suitable for field studies.

## Good

### Typhoid Porins (CHILE)

Chile has a high incidence of typhoid fever, approximately 100 cases per 100,000 inhabitants. It shares this problem with many less developed countries. The control of the disease would benefit from an efficient and simple immunodiagnostic procedure, which is not available today.

Researchers have discovered that there is a marked reaction to typhoid porins in the serum of acute typhoid patients. Porins are a group of proteins found in the outer membrane of the typhoid bacillus. They have not previously been used in laboratory or clinical studies of typhoid. The objective of this project is to confirm the antibody response to typhoid porins in a sample of patients (both acute and convalescent), chronic carriers, and previously vaccinated volunteers.



# Qtip 5: All About RSAs

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*(Ref. MPM Vol. III, Sec. 9)*

## Definition

RSAs or Research Support Activities are only used to support short-term (12 months or less) **nonresearch activities**. They cannot be used to support research activities or to cover the cost of activities that were not budgeted for, but are directly related to, ongoing research projects. There is no dollar limit on an RSA.

RSAs are used to:

- Support project-development activities (whether projects are planned to be funded entirely or in part by IDRC or by other donors);
- Enable researchers to attend international meetings on subjects of interest to IDRC;
- Support workshops in areas relevant to IDRC;
- Undertake planning and evaluation activities relating to program areas, and evaluate the results of a project (if no money existed or remains in the grant);
- Enable a researcher to undertake nondegree training associated with the development of an IDRC-funded project where, for clear reasons, it would be inappropriate or unfeasible as part of such a project. In exceptional cases, i.e., with the approval of the VP Programs, training can be supported if it is related to a non-IDRC project;

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Date: 01/10/96

Revised:

*Qtip 5.../1*

- Disseminate the results of IDRC-supported research; and
- Support internal research.

These activities cannot replace supplementary budgets of projects.

## Documentation Requirements

- The *Research Support Activity* form is completed by using the RSA module in RADIUS. The form should be completed in full and should state the recipient's name, the nature of the document or contract to be sent, a project description, a statement of the project's objectives and expected results, as well as its budget.
- The level of detail provided in the documentation depends on the dollar value of the grant and the complexity, scope, and importance of the activity.
- Because the **title** is the first identifier used by persons seeking information on IDRC activities, it is important that it be carefully composed to ensure that it accurately, yet concisely, reflects the nature of the activity. If you have difficulty composing a suitable title, please ask the CSG Admin. Officer for help.
- In the **Summary of Activity** please be concise in stating the beneficiary's name, the nature, objectives, and expected outputs of the activity. This will allow CSG staff to use this text in the document used to communicate the grant. The budget and the funding unit should be indicated.

<b>Note:</b>	The first paragraph in <b>Summary of Activity</b> will be used by the Library as an Abstract for IDRIS (which is available to the public via Internet and CD ROM); therefore, please be concise and avoid the use of jargon and potential double meanings.
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## Approval

- RSAs must be cleared for funding by the PI Team or the responsible person (*see Qtip 2*).
- After it is cleared, the RSA should be reviewed for accuracy and completeness by the CSG Admin. Officer **before** it is submitted for signature by the appropriate authority (*see Qtip 1*).

## Communication

Communication of the RSA can be done by one (or more) of the following documents (*see Qtip 7*):

- Consultancy Contract;
- Allocation of Funds Contract; or
- Participant or Travel Letter.

Please indicate the document that you think is appropriate. The CSG Admin. Officer will ensure compliance with IDRC policy.

## Budget Overruns

There are **no supplements** to RSAs. If it becomes evident that more funds are required, or upon closure, there is an overrun on an RSA, the PO must justify the overrun. The PI Team must agree to the overrun being covered from the PI budget, and this agreement must be noted in writing on the file. (*See Qtip 9 for more information on overruns.*)



# Qtip 6: The PS/RSA is ready... What's Next?

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Your PI Team has cleared the activity and you've drafted the PS or RSA. Where do you go from here? Before the appropriate authority can sign the PS or RSA (and thus approve a grant allocation subsequently leading to a legal commitment), the document should be reviewed to ensure that everything is in place.

## Circulation, Approval, and Signature

Use the Preapproval Circulation Sheet for RSA/PS for approval (*see sample on pages Qtip6.../6*) to ensure immediate and efficient administrative review. Clearly indicate if a special deadline must be met.

**Before** the PS/PSA is circulated, the PA should complete the upper portion of the form and answer the following questions:

- Is the PS or RSA complete? (*If some information still needs to be confirmed, this should be noted.*)
- Has an official **written** request been received? The **Official Request** is a letter signed by an authorized representative of the recipient institution to request IDRC support for the project (e.g., a President, Rector, Vice-Rector, or Director-General). An official request can be a cover letter sent with the proposal. If time is a factor, the official request can be faxed, but the original should always be mailed. The original must be on file.
- If this is a first-time recipient (and not a government body or university), has the recipient provided proof that it is a legal

entity, i.e., provided its corporate documents? Corporate documents could be a legislative statute, a presidential decree, or a certificate issued by a government department. Corporate documents are **not** internal by-laws, an internal constitution, or a bank account. Corporate documents that are on file are listed in: w:\proj\corpdoc\. Corporate documents are located in Central Registry for consultation.

- Is **country clearance** required, and if so, has the recipient been asked to obtain it? **Country clearance** is the official “go-ahead” received from an official body of government. To verify whether clearance is required for the project, you can check the country agreements that have been concluded with IDRC. These can be found in: w:\procedur. Normally, no such clearance is required for RSAs.
- Has the PIT Leader indicated that the PIT has cleared the activity? The review may lead to some corrections or revisions of the PS or RSA that must be done before the document is submitted for signature.
- Qtip 1 describes the levels of approval authorization for RSA and PS — the appropriate person should sign the document.

### It's Signed — Now What?

After the RSA is approved:

1. The CSG AO (in HIFI and Radius) ensures that money is set aside for the activity by changing the status to “APPROVED.” This is called **appropriation** of funds.
2. The PA distributes the approval document as per the attached instructions (see Qtip 6.../8-10).
3. The PA prepares the appropriate legal documentation for implementation (see Qtip 7).



After the PS is approved:

1. The CSG AO (in HIFI and Radius) ensures that money is set aside for the activity by changing the status to "APPROVED." This is called **appropriation** of funds.
2. The PA stamps the first page of the PS (in either English or French, depending on the language of the PS) "Grant Approved on \_\_\_\_\_" to indicate the date of approval of the PS. If the date on which the PS was approved is not indicated in the appraisal section next to the signatory's name, then indicate the date on which it was reviewed by the approving authority.
3. After the PS is stamped, the PA sends the original document to Central Photocopy Services and requests the number of (back to back) copies needed as per the circulation list prepared in accordance with the attached instructions (*see Qtip 6.../7 to 9*).
4. The PA distributes the copies and sends the original of the decision to Central Registry.
5. The PA enters the PS into the MGC Tracking Report to record the project number, title, the name of the PA who prepared the MGC, and the current status of the grant. The MGC Tracking Report is found in: *w:\csggsc\legaldoc\mgc\tracking.mgc\98-99.wb2*.
6. In exceptional cases, when prior requests are not available, PO and PA closely monitor the obtaining of the official request, corporate documents and country clearance.

## Documenting the Grant

Three types of documents can be used to communicate the details of the grant to the recipient: a Memorandum of Grant Conditions (MGC); a Contract; or a Travel Letter.

## Memorandum of Grant Conditions (MGC)

The MGC governs all aspects of the relations between the signatories. The clauses deal with the project's objectives, and with the administrative procedures up to the conclusion of the project. The steps outlined below should be followed to prepare the MGC (*see Qtip 7*).

- PA receives drafting instructions from OGC;
- PA drafts MGC using the templates on *w:\csggsc\legaldoc\mgc\tracking.mgc*;
- AO reviews the draft. The PA makes corrections and saves the final version under *W:\csggsc\legaldoc\mgc\...*
- CSG Coordinator signs the final document;
- If all the prerequisite documents have been received, the PA mails the MGC to the recipient. The AO updates RADIUS (ALICCS) when the MGC is mailed and also when the signed MGC is returned. The date of signature is the legal "birth" of the project — this is known as COMMITMENT; and
- The initial payment is authorized by the AO (who also records the appropriate information in the HIFI database).

## **Allocation of Funds, Consultancy Contracts, Training Contracts)**

When a grant is approved, the steps outlined below should be followed to prepare a contract (in the generic sense, including everything under the heading).

- PA prepares the appropriate contract in the same language used in the PS, using the terms of reference, objectives, and outputs that are stipulated in the RSA/PS, or are provided by the PO;
- AO reviews the contract;
- CSG Coordinator signs the contract;
- PA sends the contract to the recipient;
- Recipient returns the countersigned document; and
- PA requests AO to authorize initial payment (for an advance of funds) or an advance on expenses (when required).

## **Travel Letters (also referred to as Participant Letters)**

These steps are required to create a travel letter:

- PA prepares travel letter using the terms stipulated in the RSA or PS;
- AO reviews the letter;
- PA does Travel Authority (TA) in TRIPS;
- PO (or PA on behalf of PO) signs and sends letter;
- AO approves TA in TRIPS; and
- PA requests/arranges advance of per diems.

# RSA/PS Pre-approval circulation record

<b>TITLE:</b> _____			
Prepared by PO: _____		<b>FILE #:</b> _____	
Official request:	Received <input type="checkbox"/>	Requested: <input type="checkbox"/>	Supplement: <input type="checkbox"/>
Corporate documents:	Received <input type="checkbox"/>	Requested: <input type="checkbox"/>	Project summary: <input type="checkbox"/>
Coordinating Agency	Required <input type="checkbox"/>	Not required: <input type="checkbox"/>	RSA: <input type="checkbox"/>
If required:	Received: <input type="checkbox"/>	Not received: <input type="checkbox"/>	IRA verified: <input type="checkbox"/>

<b>Prospectus</b> Below \$500,000 (PITL) <input type="checkbox"/> \$500,001-\$1 Million (VP Prog.) <input type="checkbox"/> Above \$1 Million (2VP/Pres.) <input type="checkbox"/>  Amount: \$ _____	<b>Non-prospectus</b> 0 to \$25,000. (PO) <input type="checkbox"/> 25,001 to \$75,000. (SPO/SPS) <input type="checkbox"/> 75,001 to \$150,000. (PITL/DIR) <input type="checkbox"/> 150,001 to \$250,000. (Pres/VP/RM/RD) <input type="checkbox"/> 250,001 to \$500,000. (SMC) <input type="checkbox"/> 500,001 and above (BOG) <input type="checkbox"/>
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**Comments:**

Reviewed by: PA \_\_\_\_\_ Initials: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewed by: CS Administration Officer: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewed by: CS Group Co-Ordinator/Team Leader: \_\_\_\_\_ Date: \_\_\_\_\_

**Other:** Accounting Officer: \_\_\_\_\_ PS over \$250,000. Date: \_\_\_\_\_  
 Regional Controller: \_\_\_\_\_ PS over \$500,000. Date sent to R.C.: \_\_\_\_\_

**PO/SPO/PITL:**

# Approval Document Circulation Instructions

*Original documents are to be archived as follows, regardless of where you are located (Ottawa or Regional Office):*

Type	Send To	Remarks
Project Summary	Alain St-Hilaire Archives, RIMS	For central filing (as required by National Archives)
RSA	Activity File	For future reference
Contribution Agreement, Contracts, etc.	Activity File	For future reference

Copies of all project summaries, RSAs, Contribution Agreements and Contracts should be made and distributed as follows, regardless of who approved them:

**If the document is approved in Ottawa (three to five copies):**

Number of copies	Addressee	Action taken by addressee
1	Administration Officer, CSG	Recording the appropriation
1 (projects only)	Robert E. Robertson Corporate Counsel, CCO	Issues MGC instructions.
1	Catherine Shearer Data Control Officer, CSG	Verifies with Trina Yantha the status and the transfer from Radius to Pseudo-Promis; when regularized, informs the Library (for indexation), and the Corporate Secretary for SMC and the Board as required.
1 (projects only)	Activity File	For future reference.
1	Designated person* Regional Offices	For information.

\* ASRO Joyce Tan  
 EARO Imelda Wasike  
 LACRO Adriana Bordabehere  
 MERO Carmen Kameel  
 ROSA Helen Papaconstantinos  
 SARO Prabha Sethuraman  
 WARO Fatmata Thiaw

Date: 01/10/96  
 Revised: 01/04/98

*Qtip 6.../7*

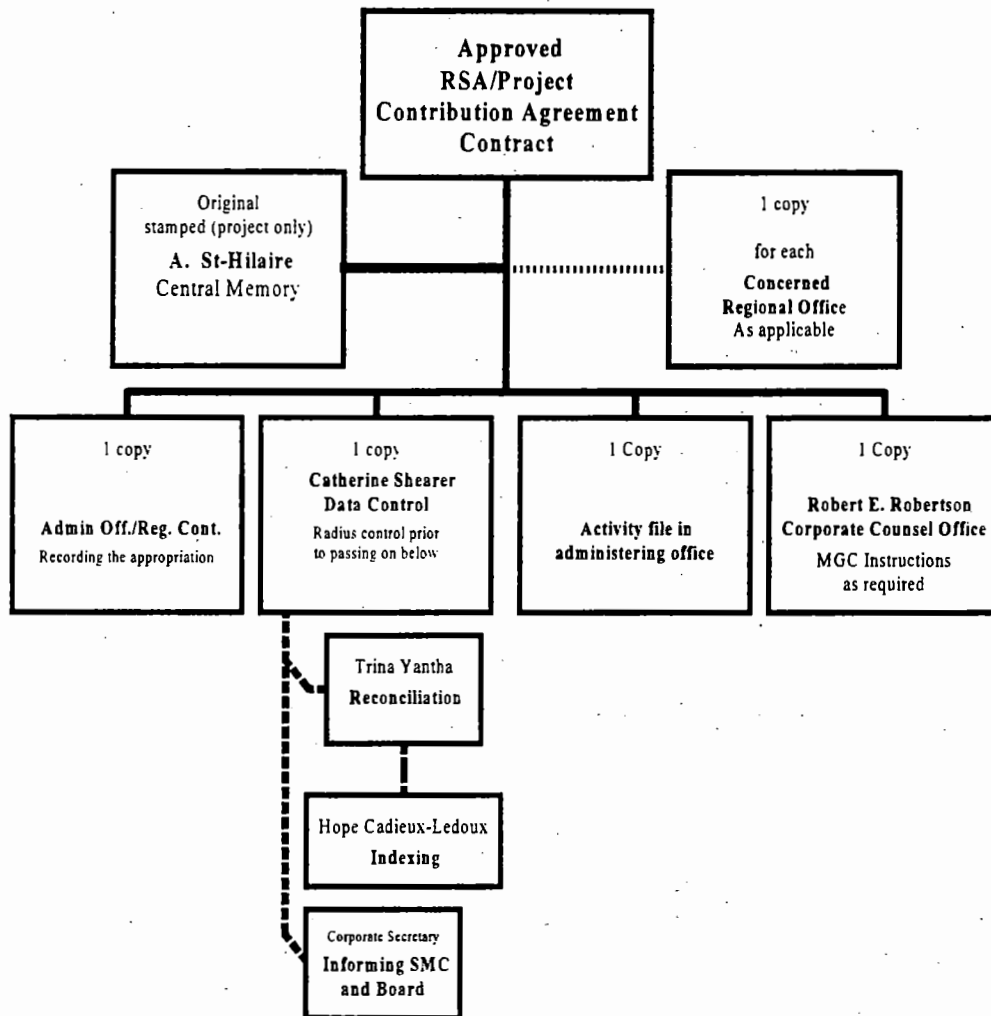
**If the document is approved in a Regional Office (two to four copies):**

<b>Number of copies</b>	<b>Addressee</b>	<b>Action taken by addressee</b>
1	Regional Controller	Recording the appropriation
1 (projects only)	Robert E. Robertson Corporate Counsel, OCC	Issues MGC instructions.
1	Catherine Shearer Data Control Officer, CSG	Radius control with Richard Albert prior to passing on to the Library (for indexation), and the Corporate Secretary for SMC and the Board as required.
1 (projects only)	Activity File	For future reference.

The circulation process is illustrated on the next page.

# Illustration

## Circulation of appropriation documents



## Checklist of actions required after project approval

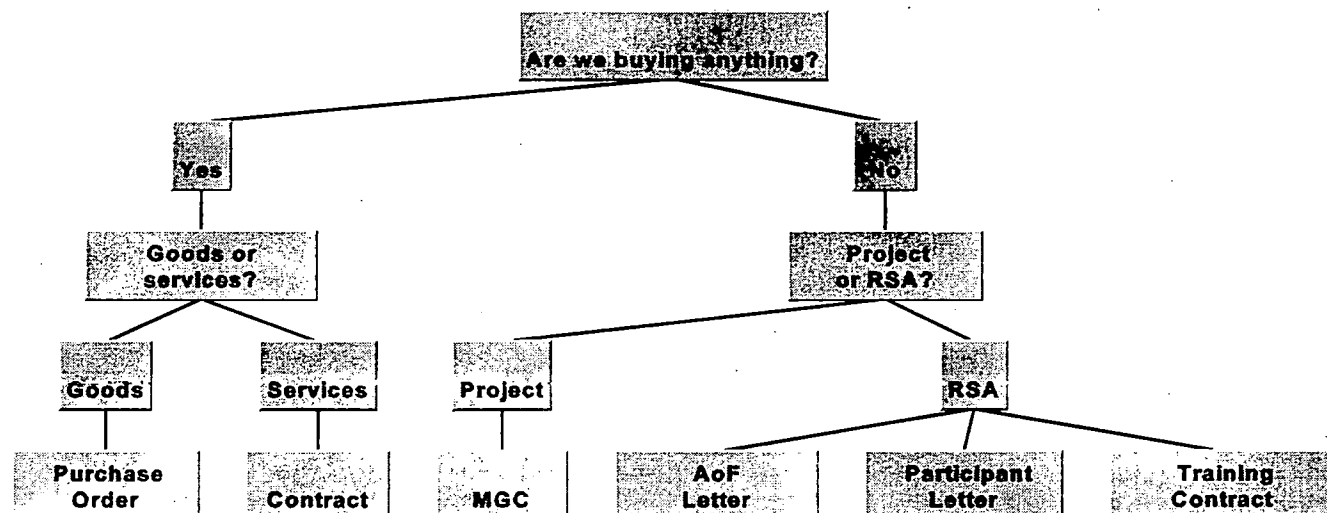
<b>Project Summary</b>	<p><b>1. Date stamping of PS:</b> _____</p> <p><b>2. Distribution of project summary</b></p> <p><input type="checkbox"/> 1 copy to Admin. Officer to record appropriation in Radius/HiFi</p> <p><input type="checkbox"/> 1 copy to OGC for instructions for MGC; date: _____</p> <p><input type="checkbox"/> 1 copy to file</p> <p><input type="checkbox"/> Original copy to Records Office 9<sup>th</sup> floor (attention A. St-Hilaire)</p> <p><input type="checkbox"/> 1 copy to Regional Office concerned (via weekly bulk mail)</p> <p><input type="checkbox"/> 1 copy to Data Control Officer</p>
<b>MGC</b>	<p><b>1. MGC tracking report</b></p> <p><input type="checkbox"/> MGC instructions date received: _____</p> <p><input type="checkbox"/> Date corporate documents received: _____</p> <p><input type="checkbox"/> Official letter request date received: _____</p> <p><input type="checkbox"/> Country approval date received: _____</p> <p><input type="checkbox"/> Enter in W:\csggsc\legaldoc\mgc\tracking.mgc\YY-YY.wb2 ☆</p> <p><b>2. Draft MGC date prepared:</b> _____</p> <p><b>3. MGC sent to AO for review</b></p> <p><input type="checkbox"/> Date MGC was sent to AO: _____</p> <p><input type="checkbox"/> Follow country procedures for distribution</p> <p><input type="checkbox"/> Update W:\csggsc\legaldoc\mgc\tracking.mgc\YY-YY.wb2 ☆</p> <p><b>4. Radius data entry</b></p> <p><input type="checkbox"/> 1. When MGC(s) are mailed, enter commitment type and commencement type on Project Screen and update.</p> <p><input type="checkbox"/> 2. Enter MGC sent date for each recipient on Recipient Level Screen</p> <p><input type="checkbox"/> 3. If commencement date is stated in the MGC, enter MGC defined date for each recipient on Recipient Level screen and update.</p>
<b>MGC Signed</b>	<p><b>1. Steps to follow</b></p> <p><input type="checkbox"/> 1. Update W:\csggsc\legaldoc\mgc\tracking.mgc\YY-YY.wb2 ☆</p> <p><input type="checkbox"/> 2. Update Radius and HIFI (Administration Officer)</p> <p><input type="checkbox"/> 3. GENREP generate report schedule</p> <p><input type="checkbox"/> 4. Prepare post commitment letter to recipient(s)</p>

☆ YY-YY = 97-98, 98-99, etc.



# Qtip 7: Preparation of Legal Documents

How to choose appropriate legal documents



For goods and supplies.

Through MTS-RSG.

Fee-for-service conditional to satisfactory work.

Clear ToRs needed.

Paid upon completion.

(See Qtip 7... 5)

Only for research funding.

Grant to produce knowledge or technologies in pursuit of program objectives, not for the Centre's benefit.

Paid up-front, small holdback.

Subject to country clearance.

(See Qtip 7... 8)

Conditional grant for purposes of undertaking an activity not involving research.

Training can be part of a project.

Report required to ensure funds used as intended.

Paid up-front, small holdback.

(See Qtip 7.../2)

No expectation of a service or product.

No fee, no honorarium of any kind.

(See Qtip 6.../5)

Award for Training

(See Qtip 7.../4)

The Centre has developed macros (w:\forms\contracts\...) to make the job of preparing legal documents simple and straightforward. These tips will help you choose the correct contract as well as prepare the draft.

Date: 01/10/96

Revised: 01/04/98

Qtip 7.../1

# Allocation of Funds Contracts

(Ref. MPM Vol. III, Sec. 9.4)

## Definition

An Allocation of Funds (AoF) contract is used to support a workshop, disseminate information, or fund a pre-project activity that does not include significant research.

An A of F is **only** provided to institutions — never to an individual. How do you know the difference? Check *w:|proj|corpdocs*. If the Centre has dealt with the institution in the past, it will be recorded here. If the institution is not listed, you must ask them to send a copy of their corporate documents (if time is a factor, this can be done by fax).

An A of F is usually in response to a request from a recipient institution and is totally administered by the recipient. Of course, IDRC requires that a final report be submitted after the activity is completed.

## Key Items in an A of F Contract

The **purpose** of the grant is written by the PO and must be concise (brief but sufficiently detailed to be clear). It must answer the questions:

- What is the objective of this grant? and
- How does it fit within the goal(s) of IDRC?

It should also define the time frame for the activity and, if appropriate, where the activity will take place (in the case of a workshop, for example).

The **budget** in an A of F contract is based on the budget submitted by the recipient. It must have definite line items. Money requested for “other” or “miscellaneous” categories cannot be considered. The budget must be approved by the CSG Admin. Officer.

The **reports** clause should indicate what must be submitted and when.

- The deadline for submission of the final report on the activity should be as realistic as possible. For example, if a workshop and associated follow-up is planned to be completed within 6 months, then it could be stipulated that a final report be sent to IDRC within 8 months (2 months after completion of all activities).
- The financial report **must** be signed by the financial administrator of the recipient institution.

The **payments** clause sets out how the grant will be provided. Usually, an initial payment (85% of total amount as per the lapse of the duration of the project) is released when IDRC receives the countersigned copy of the contract. The balance (15%) is only released when satisfactory technical and financial reports have been received by the PO and AO.

The goal of the **publications** clause is to clarify that IDRC's contribution should be recognized in any publications, videos, or literature produced as a result of the grant. It also sets out the number of copies of such material that should be provided to the Centre (usually five copies for written material and two copies for audiovisual materials).

The clause on **communications with the Centre** should stipulate that the countersigned contract should be returned to the person who signed it (usually the CSG Coordinator) and that all further communications should be with the PO responsible (e.g., "Dr. Samuel Johnson"). The A of F contract must be reviewed by the CSG Admin. Officer before it is sent to the CSG Coordinator for signature.

## Training Contract

These contracts are intended for awardees, interns and other recipients of IDRC training grants. They comprise clauses specific to the training situation and are administered entirely within the Training and Awards unit of the Special Initiative Program (SIP). Please contact SIP if you have to deal with such cases.

# Consultancy Contracts

(Ref. MPM Vol. I, Sec. 9)

## Definition

A consultancy contract covers the purchase of a service (or specific expertise) for a fee. The contract can be with an individual or with an institution (these require different contracts). The contracts can be found on the W drive at:

**individual** — w:\forms\contract\contract.new\cons-eng.wpd; and

**institutional** — w:\forms\contract\contract.new\ins-eng.wpd.

## Key Items in a Consulting Contract

The **first paragraph** states the intention of the Centre to contract the institution or individual and the dates that are covered. The dates should be carefully worked out. If the fee and expenses are based on the actual number of days/weeks/months, the number must be stated precisely. The phrase “between \_\_\_\_\_ and \_\_\_\_\_” should frame this working period, but it does not always correspond exactly. For example, you can have up to 15 days, but within a 2-month period.

The **terms of reference** set out the conditions of the consultancy and are written by the PO. The output must then meet these stipulations.

The **fees** outline how much IDRC will pay and for how many days/weeks/months. The PO, with advice from the CSG Admin. Officer or Coordinator, is responsible for negotiating an appropriate fee.

Fees can never be paid to the consultant in advance. Consultants are paid for work performed. They can be paid in installments, but this should not be encouraged. If necessary, payments should be made no more often than once a month.

If the total fee exceeds 10,000 CAD the contract must be reviewed by the Office of the General Counsel (OGC). The CSG Admin. Officer or Coordinator sends OGC an electronic copy.

If the total fee is greater than 30,000 CAD, the contract must be tendered.<sup>†</sup> CSG staff will advise the PO on this process (you can also refer to MPM Vol. I, Sec.9). In all cases where the total fee exceeds 30,000 CAD (including any extension of an existing contract), a memo explaining/justifying the choice of consultant (whether chosen via the competitive process or directly) must be written by the PO to the VP Resources, who must approve any such consultancy (*see Qtip 11*).

<sup>†</sup>*No tender is required if the specific expertise can **only** be provided by one consultant, or if this is a **rare** emergency situation.*

Expenses can include both nonaccountable and accountable amounts.

- **Nonaccountable** expenses are per diems and ground transportation. These do not require receipts.
- **Accountable** expenses include word processing, communications, and other materials, but they must be supported by receipts. Expenses may be advanced for all costs **other than** air travel expenses.

As a rule, IDRC arranges payment for **air travel** directly to the IDRC-designated travel agency. This saves on administration and cost. If the consultant uses his/her own travel agent, it should be pointed out that IDRC will apply the rules as described in the clauses of the contract.

# Memorandum of Grant Conditions

*(Ref. MPM Vol. III, Sec. 6.1 & 6.2)*

## Definition

An MGC is used to communicate the details of a project grant to a recipient institution. The OGC provides instruction for drafting the MGC, regardless of the grant amount and of the nature of relations between the signatories. Clauses deal with project objectives and the way in which it will be administered.

## Documents to Consult when Drafting the MGC

The MGC tracking report must be updated by the PA at every step to show the current status of the MGC (*see w:\csggsc\legal-docs\mgc\tracking-mgc\98\99.wb2*).

### 1. Country Procedures

Check w:\procedur for the country procedures that apply to the country where the recipient institution is located. Country procedures are required only for countries that fall under a regional office, and the procedures for each country are listed on the W drive. Country procedures are **not** applicable for recipients in North American, Scandinavian, and most European countries.

### 2. MGC Drafting Instruction Sheet

Drafting instructions are provided by the OGC, regardless of the amount of the grant. The instruction sheet will indicate whether:

- Corporate documents must be obtained;
- The objectives in the PS should be amended;
- Ethics clause(s) and/or a patent agreement are required;
- Other changes should be made to standard clauses, or special clauses should be added; and
- The draft MGC needs to be reviewed by the OGC.

### 3. Physical Files

The PA must check the project file to ensure that the official request and the coordinating agency approval letter have been received. If the project had a previous phase, the PA must consult that file because clauses included in the prior MGC may be relevant to the current one.

### 4. Project Summary

The PS is the main source document for drafting the MGC. For example, the project objectives from the PS are used in the Components and Objectives of the Project section of the MGC. The schedule of reports and payments is used to complete the Administration of Grant section of the MGC.

### Tips for Using the Macros and Templates

The following tips will ensure consistency and clarity in the drafting of MGCs.

- The Centre file number should indicate both the RADIUS and HIFI numbers.
- The name of the recipient should be centred, capitalized, and underlined on the first page of the MGC.
- The Administration of the Grant section of the MGC refers to payments. An automatic payment is a payment that is released without a financial or technical report. A required payment means that a technical and/or financial report must be sent before a payment is received from IDRC. Technical and financial reports are usually requested on an annual basis (12 months, 24 months). Please refer to the PS for the schedule of payments; every PS is different.

### Preparing the MGC

You should proofread your draft and then have it reviewed by the Admin. Officer. OGC may also request to see the draft MGC before it is finalized. If the

review raises further issues or revisions, the Admin. Officer should review the new draft.

### **Preparing the MGC in Spanish**

The PA should inform Adriana Bordabehere of the approval of the project. The following information should be sent to LACRO: date of approval, project title, amount of grant, recipient(s) with an indication of origin (city, country), person responsible for project administration as well as RADIUS number and HIFI number.

### **Language in which Project Summary is Written**

The final contract is usually prepared in the same language as the PS. For Latin American recipients, both the Institutional Data base and LACRO (Adriana Bordabehere) should be consulted to determine whether the MGC should be prepared in Spanish.



# Communicating the Final MGC

## 1. Communicating via Regional Offices

Before sending a grant letter, you should ascertain that the official request and clearance from the coordinating agencies have been received.

If the recipient is located in a country where IDRC has a Regional Office (RO), the MGC and the letter (*see w:\forms\mgc\english.mgc\blankcov.eng*) can be sent electronically to the RO. This office will then be responsible for signing and sending out the MGC to the recipient for signature and for advising Head Office when the signed agreement is returned by the recipient.

When sending the MGC to the RO, the PA should be ensured that:

- The MGC includes a covering memo to the Regional Representative, Director, or Coordinator. This memo is found on *w:\forms\mgc\english.mgc\blankfor.eng* and indicates: the name of the person who signed the official request letter and the date of signature; whether coordinating agency approval has been obtained; and the number of MGCs being sent for external distribution purposes; and
- The RO sends back the signed original MGC for our files.

## 2. Direct Communication to the Recipient

Two originals and a covering letter of the MGC are signed by a CSG Coordinator and mailed in an envelope addressed as per the covering letter. The two originals of the MGC should be stapled within "blue corners", and a banking information form (this information form is not required for Canadian recipients) must be included.

**Note:** Three original copies of the MGC are necessary if the country procedures (w:\procedur) indicate that a tripartite agreement is required. This means that the coordinating agency (or a responsible ministry), the recipient, and IDRC must all sign the MGC.

### **Commitment of Funds**

After the recipient sends back the signed MGC:

- The PA prepares the request for release of the initial payment;
- The initial grant payment is authorized by the CSG Admin. Officer and sent by Financial Services;
- The PA enters the commitment in RADIUS; and
- The Admin. Officer enters the commitment in HIFI and opens the account.

# Qtip 8:

## Significant Project Dates to Retain

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The diagram at the end of this section (*see Qtips 8.../4*) illustrates the chronological relation between the critical dates described hereunder.

**Approval date** is the date on which the PS or RSA is approved/signed by the appropriate signing authority (*see Qtips 1 and 2*).

**Appropriation date** is the date on which the CSG Admin. Officer enters the approved activity into the Centre's accounting system. This guarantees that the funds are reserved for the activity. It can be different from the approval date.

**Commitment date** is the date on which the recipient signs the MGC. It is only from this date on that the project officially exists in a legal sense. When entered into the financial system, the commitment date triggers the release of the initial payment.

**Commencement date** is the date the recipient begins the actual work or activity. This is determined in one of the following ways:

- The date on which the MGC was signed by the recipient;
- The date stipulated in the MGC; or
- A date mutually agreed on by IDRC and the recipient(s).

**Completion date** is the date on which the activity is completed (Commencement + Duration = Completion). The recipient **must** submit final

financial and technical reports soon after the project is completed. No expenditures may be incurred after this date.

**Exception:** Funds may be expended, if authorized by IDRC, for the preparation of reports, dissemination of project results, or the completion of training or consultancies already in progress (*see Time Extensions*).

**Termination date** is an internal date by which all administrative requirements should be met and the project closed (Completion + Grace period that depends on original duration = Planned Termination). The termination date includes a grace period to allow the PO some flexibility in authorizing an extension of the completion date if the project gets behind schedule due to unforeseen circumstances.

The PO should use the RADIUS PCR module to prepare a Project Completion Report (PCR) on or before the termination date (if the grant is more than 100,000 CAD). The PA should enter this date as soon as the PCR is completed. PCRs are part of IDRC's general project file and help in the planning and assessment of programs as well as in their evaluation.

## Time Extensions

### Informal Time Extensions

If the recipient requests additional time to complete the project, the PO can approve an extension provided the new completion date does not exceed the termination date. Such an extension is considered to be "informal" because it does not go beyond the Termination date of the project as it falls within the internal grace period set out by the Centre.

**Note:** Any extension must be requested in writing by the recipient.

## Formal Time Extensions

Formal means that the time extension takes the project **beyond** the original termination date. Time extensions of less than 24 months can be approved by the VP Programs. Time extensions that take the termination date more than 24 months beyond the original termination date must be approved by the VP Resources.

The request for authorization from the VP Resources must be made **prior to** the current project termination date and should include:

- A concise explanation of the reasons for the extension (e.g., project delays, or more work required); and
- An estimate of the additional time required and any financial implications of the time extension.

A formal extension is **not** required for:

- Centre-administered (CAP) activities that are included in the budget, but which began before and will continue after the termination date (training programs, consultancy contracts, and preparation of reports); and
- The dissemination of project results through mechanisms (e.g., publications, workshops, or presentations) included in the budget.

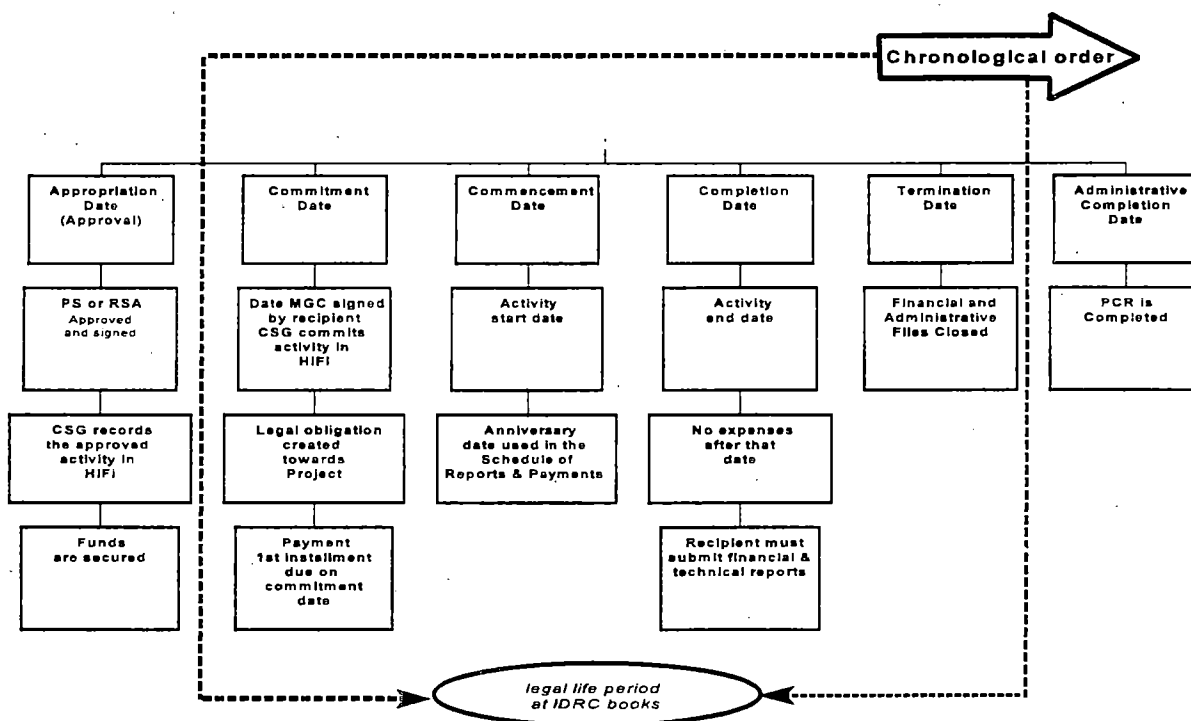
## Communication of Time Extensions

The AO will inform the recipient of an approved time extension in writing, send a revised budget (if appropriate), and update RADIUS.

**Note:** Extensions involving supplemental funds require a modification of the MGC (*see Qtip 9*).

# Significant Project Dates to retain

For each of these events the data base includes a planned date and an actual date.



# Qtip 9: Supplementary Grants & Overruns Upon Closure

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## What if more funds are needed for a project or RSA?

### What is an Overrun Upon Closure?

After analysis of the final financial statement of a project or an RSA, an overrun may become evident. This may be due to unforeseen circumstances beyond the recipient's control (e.g., currency fluctuations or high inflation), previously authorized over-expenditures in anticipation of savings elsewhere in the budget, poor management, or other reasons.

The approval level depends on the total level of the grant See (*Qtip 1*). If the overrun is significant (i.e., over 5,000 CAD), the PO must prepare a memo to explain the overrun and obtain approval of the PI Team (or the appropriate Director as per the existence or not of a prospectus). The PI Team Leader must sign the Closure Form to indicate that the PI Team agrees to cover the overrun.

In the case of overruns upon closure, the recipient should be informed in writing (PA drafts the letter for signature by CSG Coordinator) and the final payment released.

### What is a Supplementary Grant?

A recipient may request a supplementary grant when additional funds are needed to complete the project. A formal letter must be sent to the PO. This letter must include a detailed explanation/justification, a statement of

expenditures to date, and a projected budget to completion. If the supplementary grant is coupled with a time extension (*see Qtip 8*), different levels of authority might have to be sought (*see Qtip 1*).

### **Financial Analysis of Request**

After the request for a supplementary grant is received, the PA analyzes the incoming financial statement. The results of the analysis are given to the PO, who decides whether to support or reject the request for additional funds.

- **If the PO rejects the request** the PO and/or the PA will send a refusal letter to the recipient.
- **If the PO supports the request** the PO and/or the PA must explain the reasons on a Supplementary Grant Form.

### **Funding Source**

The Supplementary Grant Form must be reviewed by the PI Team and approved for funding from the PI budget.

If the PI Team decides that the activity does not fit, or that no funds are available, the PO may wish to seek approval from the VP Programs or the Research Manager to access the Discretionary Fund.

### **Signing Authority**

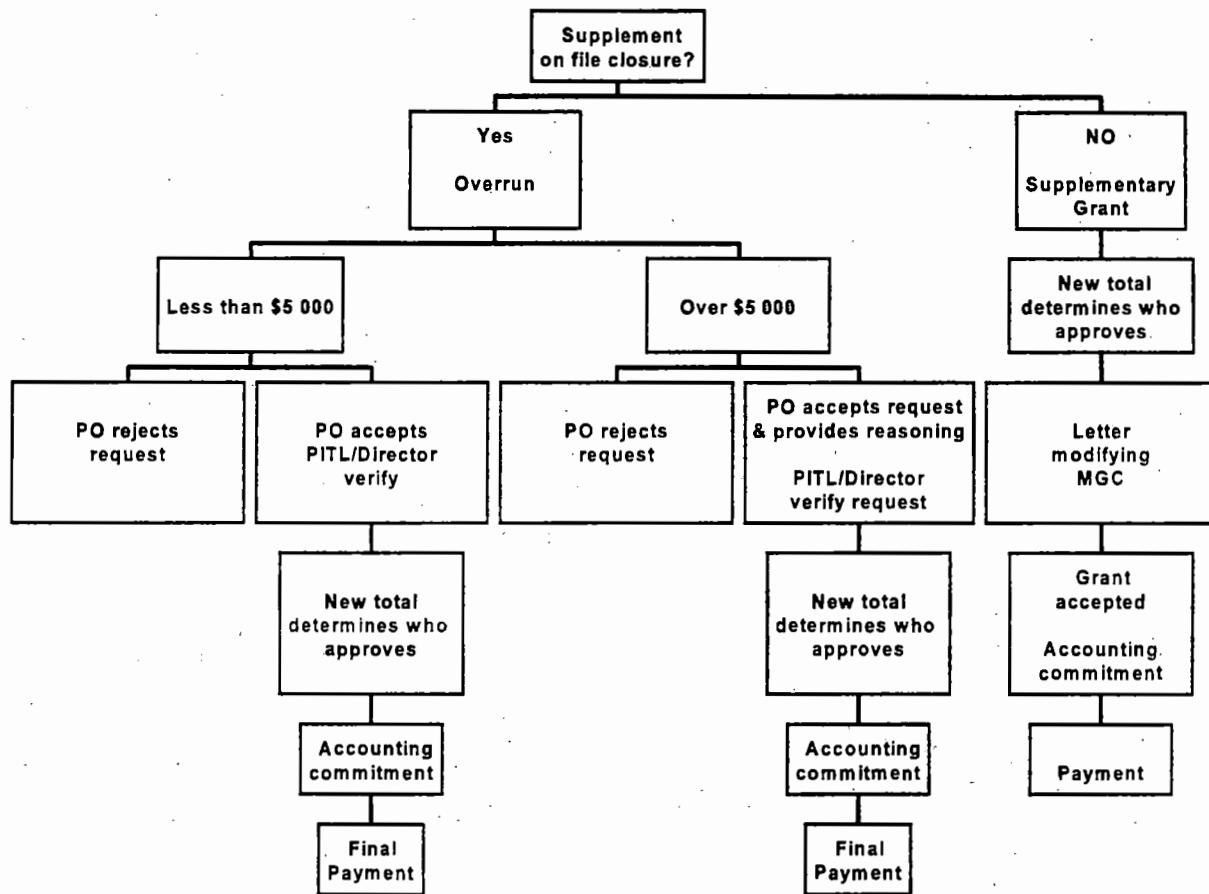
The signing authority will depend on the new total (i.e., the original grant plus supplement) (*see Qtip 1*).

### **Communicating the Supplement**

A supplementary grant modifies the MGC. The PA prepares the amending letter to the recipient institution, copies the letter to the Project Leader, and attaches a revised budget (found at *w:\forms\mgc\english.mgc\english.sup*). The CSG Admin. Officer may seek advice from the OGC if the supplementary grant involves a change to the objectives or methodology of the project.



# Final Supplement





# Qtip 10: Staff Travel

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Volume I, Section 8 of the Management Policy Manual (MPM) makes a distinction between three classes of travellers. The table on page 3 shows how to deal with each of them.

## 1. Employees

IDRC employees travelling on Centre business should carefully prepare all the elements of their trip to make it successful. See from page 10/...3

## 2. Individuals who are funded under Centre programs (interns, award recipients, participants, etc.)

**Centre-administered grant:** The rules summarized in the table on page 3 apply.

**Recipient-administered grant:** The rules of the recipient institution apply, except if they are more generous than those of the Centre.

## 3. Consultants

Whether the consultant is payed by the operational budget or by a program, he/she should respect the travel clauses specified in his/her contract. See Qtip 11.

#### 4. Documents for IDRC travellers

- Diners Club/en Route travel insurance benefits.
- IDRC Travel Guidelines for Staff.
- Security Precautions for IDRC Staff While Travelling.

## Processing Travel Categories

	Employees	Participants and interns	Consultants
Issuance of air tickets	Admiral Travel	Admiral Travel	See contract
Applicable fare	Economy class	Excursion class	Excursion class
Trips of more than nine hours duration	1 day travel recuperation or business class	N/A	N/A
Compensatory leave	1 for every 10 days	N/A	N/A
Medical insurance	Paid by IDRC	up to \$10,000	At traveller's expenses
Accidental insurance	Paid by IDRC	up to \$25,000	At traveller's expenses
Personal calls refunded	1 minute per day	N/A	N/A
Loan of a Laptop	On reservation	N/A	N/A
IDRC portfolio	Yes	N/A	N/A
Taxis	Receipt required if more than \$10	Receipt required if more than \$10	As per contract
Meals, incidentals and accommodation	Per diem for meals Hôtel as per receipts	Lump sum per diem	Lump sum per diem
Incidentals Airport taxes/transport	Per diem for incidentals Taxes as per receipts	Incidentals included above Taxes as per receipts	Incidentals included above Taxes as per flat allowance
Travel Advance	Yes	Yes	Yes

Date: 1.10.96

Révisé: 1.04.98

*Qtip 10.../3*

## Budget

Each PO is given an annual budget for all travel-related costs (24,000 CAD for 1998–1999). This includes transportation, per diems, visa costs, and hospitality while on travel. POs are encouraged to use excursion tickets when travelling to meetings (especially in the Americas), even if occasionally this requires staying an extra 1–2 days, because the savings can be substantial. In addition, some funding (2,000 CAD/annum for 1998–1999) is available for each PO toward the cost of attending PI Team meetings.

## Plans and Approval

Using the macros `c:\myfiles\wp\forms` and `c:\myfiles\wp\macros`, POs must prepare a 6-month travel plan in advance and send it (electronically) to all core members of the PI Teams of which they are members and to the CSG Coordinators. *(If you are using the Internet, the text of the attachment must be converted to ASCII).*

### Note:

- If the PO is drawing on external contract funds (e.g., from Secretariats), the signature of the person managing those funds is required before the CSG Coordinator can authorize the TA.
- To access funds for PI Team meetings, the PITL must get approval from the Research Manager.
- If all or part of the travel will be paid by an organization other than IDRC, this must be clearly stated in both the plans and the subsequent TA (for invoicing purposes).

## Who Authorizes Travel Authorities?

The CSG Coordinators will authorize the TA electronically, provided the proposed travel is included in the travel plans on file and sufficient money remains in the budget.

## Trip Itinerary and Arrangements

At least one month in advance, the PO should meet with the staff of Admiral Travel Agency to work out a tentative itinerary.

The PO and PA then discuss the itinerary and work together to firm up appointments.

## Travel Documents

The travel agent will advise the PO if any visas are required and provide the necessary forms. The PA should help the PO to complete the forms and also arrange for the forms and the PO's passport to be delivered and picked up. The passport should be valid for a period of more than six months.

The PO should ensure his/her passport is renewed as needed. The PO should also ensure his/her IDRC identification wallet is up-to-date.

When the Travel Authorization is duly completed, the Travel Services Unit makes the necessary arrangements for air transportation, hotel reservations, etc.

## Travel File

Every PO should maintain a Travel File. This should be **easily accessible** (even in the PO's absence). The information in it can be of vital importance in case of an emergency or a lost or stolen passport.

This file should contain:

- Passport pictures;
- Photocopy of the passport's first pages;

- Personal data;
- Photocopy of Landing Permit or Visas;
- Photocopy of his itinerary; and
- Travel IDRC identity card.

## Advances

Program staff are entitled to a standing advance of 3,000 CAD. This must be requested and is approved by the VP Resources or the Research Manager. POs must submit an expense statement promptly after their return. If this is not done, further travel advances may be held up, especially if there is no standing advance or the standing advance has been exceeded (*See W:|Travel|Perdiem*).

## Expense Statement

The expense statement should be done in TRIPS and submitted (together with receipts for accountable expenses) within the 10 days following the PO's return from travel. Per diems in effect at the time of the travel apply. These can be found on *w:|travel|perdiem|*.

## Hospitality Claims

These can be attached and claimed in an expense statement, but they must be reported on Form 94000-035 (10-84) "Explanation of Hospitality Expense" and be countersigned by the CSG Coordinator. This form should be attached to the expense statement.

## Laptops

To ensure that the PO will have a laptop, it should be reserved as far in advance as possible through a LAN message to the MIS Help Desk. The Help Desk should be advised of the countries to be visited (for special adapters and special regulations), what the PO wishes to have loaded on the laptop, and any special requirements (e.g., modem).



## Reports

All Centre-funded travel must be covered by a trip report. One thing a PO may want to copy onto the laptop is the macro for the SUMMARY TRIP REPORT. This can be found on c:\gen\wp\forms. Otherwise, the PO should prepare a report shortly after returning to the office. The traveller should inform the Health Services Unit of any health-related problems encountered during the trip.

## Record of Monitoring Visits in RADIUS

The PA should record monitoring visits made to on-going projects by using the REPORTS module in RADIUS.

## Long distance charges for personal telephone calls

Recognizing that employees who travel on Centre business still have personal responsibilities, IDRC will reimburse the cost of personal long distance telephone calls under certain conditions:

- For trips of 5 days' duration or longer, it is possible to claim the cost of a 10 minute station-to-station call.
- An additional claim is allowed for each segment of 5 days of official travel.
- It is possible to add up minutes within the same trip in order to make one longer call.

## Compensatory leaves

- IDRC employees are entitled to one day of compensatory leave for every 10 days of official travel.

# CHECKLIST FOR TRAVEL

Date request was made to travel section: _____	
Date of departure: _____	Date of return: _____
Destination: _____	Purpose of travel: _____
Passport #: _____	Expiry date: _____
Passport renewed: _____	
Visa: Yes <input type="checkbox"/> No <input type="checkbox"/>	Shots: Yes <input type="checkbox"/> No <input type="checkbox"/>
Laptop Computer: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reserved E-Mail Acc.: Yes <input type="checkbox"/> No <input type="checkbox"/>	

Travel arranged by IDRC	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Hotel reservation required:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Car reservation required:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Number of days: _____		
City(ies) _____		
Conference registration:	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Funds approved by PIT:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
CSG Coordinator's approval:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Previous expense statement settled:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Expense report submitted:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Travel account done:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Travel account approved:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Travel advance required	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Business cards:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Brochures:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Related working documents:	Yes <input type="checkbox"/>	No <input type="checkbox"/>

# Qtip 11: Consultants

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*(Refer to MPM Vol. I, Section 9)*

## What's the Difference Between a Consultant and a Temporary Employee?

A *consultant* is an individual or firm contracted by the Centre to deliver goods or services in connection with a specific activity. For help in preparing consultancy contracts, see Qtip 7.

A consultant is engaged to do work **not** typically done within IDRC by a Centre employee. An employer–employee relationship must be avoided.

A **consultant** normally performs the work *outside* the Centre. If the consultant prefers to perform the work at the Centre, and therefore requires office space, a computer, and general infrastructure support, the Program Officer should negotiate a fee that is reduced to take into account the use of Centre facilities.

If the nature of the work **necessitates** the consultant's presence at IDRC, the consultant's terms of reference should take into account that no clerical support will be provided by CSG staff (unless specifically negotiated).

An **employee** is hired by the Centre to perform certain tasks under the supervision of Centre staff and is subject to policies and regulations that govern relations between IDRC and its employees.

An employee is paid an hourly wage plus vacation pay (if less than 6 months). If the employee is hired for more than 6 months, an employee is eligible for benefits. An employee is expected to work a specific number of

hours/days/weeks and to fill in time sheets. The employee also has access to Centre staff facilities (e.g., for fitness and training).

### Consultant Selection and Fees

- If the fees are below 30,000 CAD, the Program Officer may hire a consultant without going through a competitive process. The PO should not hesitate to seek advice and assistance of the CSG Coordinator when negotiating the fee, especially with first-time consultants. Generally speaking, the fee should include related expenses for rendering the service. Travel expenses should be covered separately. If the consultant wants to work in the office of the Centre, the fee offer should be reduced to take into account the overhead costs incurred by the Centre (*see above*).
- If the fees exceed 30 000 CAD, approval from the VP, Resources, is required to award the contract. The memorandum requesting approval should state the reasons justifying the recommendation and describe the selection method.

Normally, the selection is made through bidding, publicly advertized or invitational, according to Centre policy (*see MPM Section 9, Volume I*).

- If the fees exceed 30,000 CAD, there must be a competitive process (*see MPM Vol. I, Sec. 9.3*), and approval from the VP Resources is required.

An exception can be made in an emergency case, or if only one consultant is capable of performing the work, but this must be approved by the VP Resources (a memo must be sent by the PO to the VP to justify the choice of the consultant and to request an exemption).

- If the total fees paid to a consultant exceed 30,000 CAD as a result of an extension of a contract, the approval of the VP Resources is also required. A memo must be sent to the VP by the PO to justify the extension and the revised fee level.

- Normally, a consultant is **not** paid a fee while on travel status.

## Expenses

Nontravel expenses directly related to the work for which the consultant is contracted should normally be included in the fee. However, such expenses may be reimbursed if agreed on beforehand and included in the contract.

Travel expenses will be reimbursed at **cost** if directly related to the purpose for which the consultant is engaged.

**Air travel:** The Centre pays for economy return airfare by the most economical and direct routing. Excursion fares must be used if available. (An exception for medical reasons may be granted by the VP Resources.) Rerouting or ticket upgrades are the responsibility of the consultant. Original air ticket stubs must be submitted for reimbursement.

**Per diem:** A consultant required to travel under the contract is provided with an all-inclusive per diem allowance for living expenses for each day away from the consultant's normal place of residence as a result of work under the consultancy. This per diem allowance is based on a schedule set up by IDRC (*w:|travel|perdiem|*) and includes accommodation, meals, local taxis, laundry, local telephone calls, gratuities, and incidental expenses.

**Allowance:** A flat allowance toward the partial or total cost of airport taxes and ground transportation in North America or elsewhere is determined by the Director of Admin. Services. The cost of visas should be covered from this allowance. If the cost of a visa greatly exceeds the flat allowance, the consultant may be reimbursed for the cost upon submission of a claim accompanied by receipts.

## Insurance

The consultant is responsible for obtaining all the insurances he/she wishes to have for travel pertaining to his/her mandate. This rule applies to all types of insurance (death, dismemberment or permanent disability, as well as medical, hospital and evacuation insurances).

**Exception:** If a consultant is not being paid a fee, the Centre may reimburse the consultant for actual and reasonable travel, medical, and/or cancellation insurance. Receipts are required.

## Advances

**Fees are never advanced.** If the contract stipulates that the Centre will pay for certain expenses (including travel), the consultant may be given an advance for that amount.

## The Contract

*See Qtip 7* for help in preparing the contract.

## Visas, passports and immunization requirements

It is the consultant's responsibility to obtain visas, passports, immunizations and the necessary prophylactic measures. Related costs are paid by the consultant. In the case of visas, the flat-rate allowance is applicable.

# Qtip 12:

## Technical & Financial Reports

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The Memorandum of Grant Conditions (MGC) specifies the frequency for reporting project milestones. Normally, recipients submit two reports annually to the Centre: the technical report, which marks the project's technical progress, and the financial report, which outlines the financial status of the project.

The final technical report is filed by the National Archives of Canada as historical document. It must be treated with care. A copy must be kept on file and another one sent to IDRC library.

### Technical Reports

A project recipient is required to submit technical reports (usually annually) to detail the milestones achieved and progress made toward the project objectives stated in the PS.

The annual reports should provide a concise description of activities that were planned and completed during the period covered by the report, a listing and critical analysis of the results obtained, and, except in the final report, a projection of the activities for the next reporting period.

These reports support project expenditures and enable IDRC staff to assess the progress made by the project in reaching its objectives. The information also allows IDRC to better assist the project with such things as the purchase of equipment and supplies, the organization of training, the arrangements for consultancies and workshops, and the follow-up needed on methodological aspects, network contacts, and literature that supports the project.

### **The Interim Technical Report should:**

- Specify the period covered by the report;
- Use a concise, narrative style and be organized to present the following information under each of the specific objectives of the project:
  - ✓ work carried out
  - ✓ results obtained
  - ✓ planned activities for the next period (unless the objective was achieved/completed)
  - ✓ evaluation/assessment of progress made, what was learned, what changes in perception of the research problem occurred, and how these will affect the future research
  - ✓ problems encountered and actions planned to solve them
- Report administrative aspects as briefly as possible and include:
  - ✓ changes in staffing of the project
  - ✓ important organizational changes in the institution during the past year
  - ✓ project-related international travel or meetings attended and the status of any trainees supported by the project
  - ✓ training requirements

### **The Final Technical Report should:**

- Cover technical and administrative aspects from commencement to completion (and specify the dates for each of the aspects);
- Use concise, narrative style;
- Relate studies undertaken and results achieved to the specific objectives of the project. The format should be one that project scientists could use to communicate their research activities to other scientists at a national and regional level. Summaries of



results from individual studies or experiments may be shown graphically or in a table to reduce the length of the text or to support a major conclusion. The text should include the interpretation of results and indicate the implications for further research or extension;

- List all publications and/or videos produced; and
- Report administrative aspects as briefly as possible. This would include changes in staffing of the project, important organizational changes in the institution during the life of the project, project-related international travel or meetings attended, and the status of any trainees supported by the project.

## Financial Reports

Project Leaders and Centre staff must be aware of the financial status of their projects. A financial report outlines both the actual and projected expenditures on a project. Excess funds mean that activities were either overbudgeted or not performed on schedule. Fund deficits may mean that expenditures were underestimated (perhaps because of economic conditions) or that unplanned activities took place. Significant budget discrepancies often point to a need to review project activities — a change in one area of activity usually affects the whole project. Centre staff, therefore, can use financial information as a measure of the project's overall progress and as an indicator of the need to correct problems.

### Content of a Financial Report

The financial report should provide enough detail for both the recipient and IDRC to appraise the project's financial situation. The report must:

- Be presented in the same format and use the same budget items as the budget portion of the MGC;
- Clearly state the period covered — an explanation must be provided if the opening and closing dates deviate from those stipulated in the MGC;
- Report expenditures on a cash basis;
- Report expenditures in the recipients' national currency (or the currency used for the budget in the MGC) and indicate the name of the currency;
- Include a summary of funds received from IDRC and indicate both the amounts in CAD and the equivalent in national currency. The summary is either a list of payments received, specifying the date each installment was received, or a list summarizing the transfers from a foreign currency account to the national currency account by month or quarter. This information

confirms that the recipient has received the correct payments and should include all details of the transfers;

- Include estimated expenditures for the next payment period;
- Contain a list of any equipment purchased;
- Include an analysis of variations between budgeted and actual expenses as well as notes explaining any cost overruns on main budget headings;
- Include other project income, if applicable;
- Provide an analysis of the cash position of the project at the closing date; and
- Be signed by both the Project Leader and the recipient institution's Finance Officer.

### Disposition of Project Income

Some projects generate income from interest paid on bank deposits or from the sale of livestock, grain, produce, processed food items, or publications. All income must be properly accounted for and reported to IDRC. IDRC then includes it in its analysis of the cash summary of the project.

# Action Steps for Handling of Technical and Financial Reports

1	The recipient sends the financial and technical reports to IDRC.
2	The PA receives the reports and date stamps them.
3	The PA logs the reports into the PO's project register and into RADIUS.
4	The technical report is given to the PO for review.
5	It should be noted on the financial report that the technical report has been given to the PO. It should also be noted on the technical report that the financial report is in the hands of the Admin. Officer. The purpose of this cross-referencing is to speed-up the process and to ensure that both reports are reviewed at the same time.
6	The PA reviews the financial report for completeness ( <i>See Checklist for Incoming Financial Reports on following page</i> ).
7	If information is missing, the PA sends a letter to the recipient to request the missing information. This may also be done by the Admin. Officer, depending on the nature of the question.
8	If the financial statement appears to be complete, the PA sends a report to the recipient.
9	A short-form analysis must be done if the total grant of the project is less than 100,000 CAD. This is done by the PA and reviewed by the Admin. Officer. If the total grant is more than 100,000 CAD, the Admin. Officer does the analysis.
11	The PO reviews the financial analysis and, if the technical report is acceptable, comments and/or concurs with recommendations regarding payment.
12	Payment is authorized by the Admin. Officer.

# Checklist for Incoming Financial Reports

File: _____ Title: _____		
PO: _____ Checklist completed by: _____		
	Initials	Date
Date of receipt of statement: _____		
<b>Initial Review for Completeness</b>	<b>yes</b>	<b>no</b>
(1) Has a technical report been received? <i>(PO sends a message to the Finance Officer concerning acceptance of report)</i>		
(2) Are the reporting periods clearly indicated?		
(3) Is the financial statement in "local" currency? <i>(Could be US dollars in some institutions/countries.)</i>		
(4) Are payments acknowledged in "local" currency if applicable? <i>(See 3 above.)</i>		
(5) If not a final statement, are next year's estimates included?		
(6) Is the statement signed by both the Project Leader and the Financial Officer?		
(7) Has the technical report been entered in RADIUS?		
(8) Has the financial report been entered in RADIUS?		
(9) Acknowledgement letter <ul style="list-style-type: none"> <li>• sent (only if none of the above info. is missing)</li> <li>• draft attached (requesting missing info.)</li> </ul>		

Date: 01/10/96  
Revised: 01/04/98

*Qtip 12.../7*

*If the responsible PO will be absent due to travel and wants to preauthorize the payment after the analysis, please ask for assistance from the CSG to fill in the next paragraph and ask the PO to sign.*

I have read and accepted the technical report for the above-mentioned project and want to authorize the release of the next payment of \_\_\_\_\_ CAD, pending the results of the analysis of the financial statement.

\_\_\_\_\_  
*signature and date*

# Sample Acknowledgment Letter

(Name)  
(Address)

Dear .....

**SUBJECT: PROJECT TITLE & NUMBER**

On behalf of (PO's name), I acknowledge receipt of your letter of (date) and thank you for the enclosed /technical and/or financial report(s)/ (state which report, whether final or other ... )

The technical report has been passed on to (PO's name) for his/her comments and the financial statement has been sent to our Financial Officer for analysis.

Unfortunately, the financial statement did not contain the following required information:

- A clear indication of the period covered by the report;
- Actual expenses in local currency for the reporting period;
- Local currency equivalent of payments received and of any other income, e.g., interest;
- Projected expenses (in local currency) for the next period (coming year);
- Signatures of both the Finance Officer and the Project Leader.

Please send us this information as quickly as possible to avoid any delays in the processing of payments.

Thank you very much for your cooperation.

Yours sincerely,

Program Assistant  
Client Services Group

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Date: 01/10/96  
Revised: 01/04/98

*Qtip 12.../9*





# Qtip 13:

## Appropriations Management Using the Pipeline

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After a budget has been allocated to the various responsibility centres (e.g., PI Teams, Special Projects, or Secretariats), the onus is on these groups to maintain up-to-date and accurate information on projected and actual appropriations and to keep management informed on their status.

Appropriation is the act of setting aside the grant amount approved for a project, RSA or supplement. (*See Qtip 1.*)

The **Pipeline** is the corporate application that is used to keep track of appropriations. The Client Services Group that supports the Secretariats records the overall appropriations for them. This Qtip only deals with pipeline management for the Programs Branch.

### Who is Responsible?

The Program Initiative Team Leaders (PITLs) are responsible for the accuracy of the pipeline entries for their respective teams. This doesn't necessarily mean they must actually input and update entries; this responsibility can be delegated (to the PA or the RO, for example).

### Who Enters Activities in the PIPELINE? When?

The PO (or RPO) who has the "lead" responsibility for developing an activity should enter it into the Pipeline. **This is done only after the PO has discussed the proposed activity with the team, and the team has agreed to further development of the initiative.** At this point, the "status" of the

record should be IDEA (*see Qtip 2 for a flowchart of the clearance process*). The office in which the PO or RPO is based will automatically be the **Administering Unit**. If required, this can be changed at any time. However, it can only be changed by the unit that is currently listed as the administering unit.

## **A Major Problem with PIPELINE Data**

Duplicate entries pose a major problem. **Before** you enter a new activity in the pipeline, carefully search (using key words) the database to ensure that this activity is not already in the pipeline. Hundreds of duplicate and triplicate entries have been found in the pipeline. Often, this is because titles that are used in the early stages of project development change (sometimes quite drastically). Therefore, a simple title search is not good enough.

If you find a duplicate entry and you're absolutely sure it's a duplicate, decide which one should be maintained (usually the entry with most information). The other entry can then be deleted by a CSG staff member with "project utility" access. If you don't know who this is in your area, just ask your CSG Admin. Officer.

## **Preparing a Project Identification Memorandum (PIM)**

The PO retrieves the record from the pipeline, fills in as many of the fields as possible, and then prints the PIM directly from the pipeline record.

## **Circulating a PIM**

The circulation can be accomplished either electronically (by alerting colleagues that the PIM can now be retrieved from the pipeline) or in hard copy. When the circulation date is entered in the field provided in the pipeline, the status of the activity is updated to PIM from an IDEA.

## **Who Changes the Status to "Approved"?**

After a project or RSA is approved (i.e., signed by the appropriate approval authority), designated CSG staff are authorized to change the status of the activity using ALICCS.

## What if a Proposal is Rejected?

If a proposal is rejected, the PO or PA in the administering unit should enter the date of the rejection in the appropriate field. The status of the activity will then automatically change to REJECTED.

For future reference, it is a good idea to put the reasons for the rejection of the proposal in the notes field.

## How “Corporate” is this Corporate Pipeline?

Synchronization between Ottawa and the Regional Offices is done on a weekly basis. If you want to know the last time the synchronization took place, you can check it on INTRANET at:

<http://www.idrc.ca/mis/radius/sync/synch.htm>

SMC uses the pipeline to manage program allocations at different times of the year.



# Qtip 14:

## Administration of External Funds by IDRC

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IDRC's role has evolved from a role of funding catalyst and human resources support to one of technical and moral support. IDRC scouts for and supports negotiations leading to finding contracts as well as it also supports the administration of the said contracts. External funds administered by IDRC can be earmarked for the co-funding of regular project or program-related initiatives, or for the administration and even implementation of development research. IDRC occasionally administers funds on behalf of other organizations for the implementation of projects or initiatives which receive no IDRC funds but fall within the Centre's mandate.

There are three major ways in which IDRC administers external funds:

### 1. International Secretariats

An International Secretariat is a distinct administrative units (outside the usual Centre establishment, yet legally still part of IDRC) that is funded by two or more donors, including IDRC, to implement a specific program of work in a particular development field.

Approximately fifteen international secretariats and related initiatives are housed at IDRC's head office or in its regional offices.

For further information on the establishment of Secretariates see: Guidelines for International Secretariats Housed at IDRC on: <w:\policies\secretar.iat>.

### 2. Special Projects (also referred to as Quasi Secretariats)

These projects, which are funded by one or more external donors with or without IDRC funding, are managed and administered by IDRC, but are

much less distinct than secretariats. They usually have staff who are specifically recruited for the project and paid out of project funds.

In the case of special projects, IDRC acts more as an executing (or implementation) agency. IDRC must comply with detailed requirements when it comes to the technical and financial monitoring of special projects.

### **3. Projects with External Funding (with or without IDRC funding)**

These are normal projects that have one or more recipient institutions. Most of the non-IDRC funds are channeled to these institutions through IDRC.

#### **Administrative Support**

Administrative support for all three activity types, from inception through their full life cycle, is provided by the Client Services Group unit located on the 10th floor. IDRC's administrative, financial, ethical, personnel, and legal policies always apply. CSG has an important role to play in advising and supporting secretariats, especially in contract administration.

- As soon as it looks as though a PO may be successful in obtaining external funds, the PO should seek advice from the responsible Client Services Group Coordinator (Trina Bragger or Chantall Fortin) who will ensure that the final reviews are carried out by OGC (Robert Robertson) for legal terms and conditions) and by the Manager of Program Accounting (for financial conditions).
- The contribution agreement between the external donor(s) and IDRC must be reviewed by the Office of the General Counsel (OGC) and Manager, Program Accounting. Once the review is completed, the Agreement is signed by CSG Coordinator on behalf of IDRC.
- A PS or RSA (depending on the nature of the activity) should be prepared. Centre approval levels and procedures are the same as for IDRC-funded activities (*see Qtip 1*).

# Summary of Principal Responsibilities when Establishing Secretariat

1. IDRC Board of Governors	<ul style="list-style-type: none"> <li>• Approves launching of Secretariat at IDRC.</li> <li>• Ensures effective overview mechanisms are in place.</li> <li>• Reviews progress periodically with the Executive Director.</li> </ul>
2. Executive Director	<ul style="list-style-type: none"> <li>• Provides leadership and management of the Secretariat.</li> <li>• Supervises Secretariat staff.</li> <li>• Submits annual report, including financial statements and proposed budget (to No. 1, 3, and 4).</li> <li>• Submits annual progress report on program activities and linkages (to No. 1, 3, 4, and 7).</li> <li>• Submits Steering Committee minutes (via No. 4 to IDRC's SMC).</li> </ul>
3. Steering Committee	<ul style="list-style-type: none"> <li>• Provides general supervision and guidance to Executive Director, especially concerning programs and interagency issues.</li> <li>• Reviews financial statements, including proposed annual budget.</li> </ul>
4. IDRC Representative on Steering Committee (President or Designate)	<ul style="list-style-type: none"> <li>• Provides overall supervision of Executive Director.</li> <li>• Ensures that reporting, administrative, and other responsibilities of the Secretariat are fulfilled to IDRC and other donors.</li> <li>• Ensures that the Secretariat, IDRC, and other partners review opportunities for program collaboration.</li> </ul>
5. VP Resources and Chief Financial Officer	<ul style="list-style-type: none"> <li>• Provides general oversight of financial operations of the Secretariat.</li> <li>• Approves amendments to standard IDRC policy manual (on recommendation of No. 2 and 3).</li> <li>• Approves separate bank accounts.</li> <li>• Approves location of Secretariat in an IDRC Regional Office.</li> <li>• Approves amendments to standard IDRC policy on overhead charges.</li> </ul>

(Continued)

## Summary of Principal Responsibilities when Establishing Secretariat (*Continued*)

6. Director, Resource Services	<ul style="list-style-type: none"> <li>• Prepares all financial reports for submission to No. 1, 2, 3, 4, and 5, including financial statements and proposed annual budgets.</li> <li>• Provides functional supervision of financial staff employed in a Secretariat.</li> <li>• Reallocates overhead funds to appropriate responsibility centres.</li> </ul>
7. VP Programs	<ul style="list-style-type: none"> <li>• Ensures that there are effective linkages of Secretariats to IDRC programs.</li> </ul>
8. Technical Advisory Committee	<ul style="list-style-type: none"> <li>• Advises the Executive Director and Secretariat staff on program and technical issues.</li> <li>• Explores potential program collaboration within IDRC and with other partners.</li> </ul>
9. IDRC Program Staff	<ul style="list-style-type: none"> <li>• Prepare documentation in support of a proposed Secretariat.</li> <li>• Provide documentation confirming the participation of other donors.</li> </ul>
10. IDRC Legal Staff	<ul style="list-style-type: none"> <li>• Prepares a formal Letter of Agreement to describe the specific objectives, responsibilities, services, and other undertakings that involve the Secretariat.</li> <li>• Provides or arranges legal counsel for the Secretariat.</li> <li>• Reviews donor agreements and other contractual relationships.</li> </ul>
11. Client Services Group, IDRC	<ul style="list-style-type: none"> <li>• Assists the Executive Director to define operational needs and to provide operational support.</li> </ul>
12. Resources Policy Group, IDRC	<ul style="list-style-type: none"> <li>• Serves a liaison role in all matters relating to the Secretariat guidelines.</li> </ul>



## **Administrative Support Costs (The 10% indirect costs or Overhead)**

This can be a contentious issue during negotiations about IDRC administration of external funds. It may be easier to explain these support costs to external contacts if you remember the following points.

### **Overhead is not a Profit for IDRC**

Overhead is charged to recover the indirect cost of services provided by the Centre when it administers external funds. These services generally include financial, legal, administrative, personnel, travel, library access, advice on publications, evaluations, and information management and information technology support. For example, the Centre provides legal advice in all areas, including contracting, intellectual property, and international ethical standards. The Centre also provides advice on obtaining approval for projects in the recipient country and offers a full range of privileges and immunities to the project and expatriate personnel in many countries through agreements with their governments.

### **Charging an Overhead is not Peculiar to IDRC**

When administering funds on behalf of other organizations or when contracted to conduct development research, it is essential for IDRC to recover indirect costs through a 10% overhead charge since it is not feasible for all costs to be identified. The funds from the overhead are reallocated to pay for the indirect costs that are associated with IDRC's administration of funds on behalf of other donors.

Some other bilateral organizations and UN agencies charge 13%, 15%, or even 25% overhead. The reality is that the administration of funds on behalf of other organizations does cost IDRC a lot of money, which, if not recovered, takes away from IDRC program funds.

To illustrate how the distribution of these costs affects IDRC's budget in different situations, assume that a 1.50 M CAD project is to be managed. Indirect administrative support would be 0.15 M CAD (these costs can be broken down more specifically, but they are generally estimated at 10% of program value). The total cost to fund and manage the project would

therefore be 1.65 M CAD. If the project costs are split two-third by the external donor and one-third by IDRC, *and the external donor agrees to cover administration costs*, each would contribute as follows:

External donor: 1.10 M CAD (1 M for program + 0.10 M for administration)  
IDRC: 0.55 M CAD (0.5 M for program + 0.05 M for administration)

If the donor *does not cover the cost of administering its contribution*:

External donor: 1.0 M CAD (1 M for program + nothing for administration)  
IDRC: 0.65 M CAD (0.5 M for program + 0.15 M for administration)

The 0.05 M included in this calculation for IDRC to administer its own funds is already built into the budget of its Resources Branch. If the external donor does not contribute to the administration of its funds, IDRC must recover the additional administration costs from elsewhere. The only other source is the program budget. Using these funds to administer external contributions reduces the amount of money available for direct support to other programs.

# Qtip 15:

## What's Filed Where on the Project File?

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All documents related to a project must be filed according to the following guidelines.

### 1. Pre-Project (Green file) Right Side

- First proposal;
- Correspondence relating to the development of the proposal;
- Final (official) proposal;
- Official request;
- Country clearance;
- Draft project summary;
- Preapproval circulation record; and
- Project Identification Memorandum (PIM)

### 2. Program (Orange File) Right Side

- Progress/technical reports;
- Correspondence requesting technical reports;
- Correspondence relating to technical research components (problems, progress, etc.);
- Trip reports; and
- Consultant reports.

### 3. Financial & Administrative (Blue File) Right Side

- Correspondence relating to MGC;
- Requests for payments;
- Requests for extensions;

- Postcommitment letter;
- Financial analysis/checklist;
- Financial reports;
- Payment authorizations;
- Reminder letters (for financial reports);
- Consultancy and participant letters;
- Consultant and other contracts (unless there is sufficient activity to warrant a separate file);
- Purchasing (unless there is a large component of purchasing activity, when separate file is set up);
- Grant payment letters;
- Travel letters;
- Payment releases;
- MGC instruction sheet;
- Routing and language instructions (LACRO); and
- Spanish/French translation.

#### 4. Financial & Administrative (Blue File) Left Side

- Minutes of the Board of Governors/Executive Committee meetings;
- RADIUS printouts (status);
- Project summary;
- Allocation of funds contract;
- MGC (final unsigned version) until receipt of the duly signed copy;
- Copy of e-mail confirming MGC was sent to RO;
- Precommitment memo;
- Commitment memo;
- Banking information;
- Letters informing us of a change in project leader;
- Letters informing recipient of change in administrative or PO responsibility;
- Approval of supplemental grant (memo);
- Approval of time extension (memo);
- MGC amendments;
- Letters of extension; and
- Letters agreeing to a major change in budget or objectives.

## 5. Purchasing (Purple File)

- Equipment lists from recipients;
- Quotations;
- Purchase orders;
- Shipping documents;
- Warranties and guarantees;
- Proof of receipt; and
- Correspondence concerning purchasing activity.

## 6. Consultant (Brown File)

- Consultant travel authority;
- Consultant contracts;
- Consultant payment information; and
- General administrative correspondence with the consultant.

## 7. External Funding (Dark Green File)

- Copy of Project Summary;
- Copy of MGC (when there is an onward relationship with a recipient, i.e. RAP);
- Proposal to partner donor;
- Contribution agreement/contract with donor (drafts, final, amendments and associated commentary);
- Notes/documentation outlining charge back approach;
- Financial reports to donors and/or invoices with supporting documentation;
- GL printouts;
- Chart of accounts and budget information for Secretariats;
- Cash receipts and incoming payment/transfer advices;
- Time sheets of IDRC staff as backup for salary/benefit charge back to project;
- Audit reports;
- Trip reports; and
- Correspondence relating to the accounting, contract, financial issues surrounding external contributions.



# Qtip 16:

## IDRC Survival Tools

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### Quick Guidelines for Using Voice Mail and for Sending Faxes Electronically

#### Voice Mail

##### Recording and Changing a Greeting

- Dial 4000 to activate your mailbox;
- Enter your extension number + #;
- Enter your password;
- Press 82 + \*; and
- Follow the instructions.

Changing your greeting frequently ensures that you have an up-to-date message and also lets callers know whether you are in or out of the office. You can change your message every morning by recording a new date.

#### Last Number Redial

This feature will redial the last number you dialled. To use last number redial dial 1189 on regular telephone sets, or if you have the more sophisticated type of telephone hit the extension key twice.

#### When you are away

Whether you are travelling, on vacation, or sick, it is courteous to forward your phone to your voice mail. If you will not be in the office, call in and change your voice-mail message. This way, the call goes directly to your

mailbox and avoids delays. If you have arranged with a colleague to cover for you, provide this information in your message.

**To forward your phone to voice mail:**

- Press # + 1 + 4000.

**To cancel the forwarding to your voice mail:**

- Press # + 1.

**To access your voice mail from home or elsewhere:**

- Dial IDRC at 236-6163.
- Press 1 or 2 for language of your choice.
- Press 4000.
- Enter the number of your mailbox.
- Enter your password.
- Follow the directions.

Staff with permanent mailboxes should not use their extension number as their password.

**Transferring a Call to a Colleague**

- Press the red “link” button on the bottom left of your phone; and
- Dial the person’s extension number.

**If you wish to remain on the line before completing the call transfer and do not want the caller to go to a voice mailbox:**

- Press number sign (#) to skip over the person’s greeting;
- Press number sign (#) again to stop the recording; and
- Press 83 to logout of the mailbox and press your link button or extension to return to the caller.



## Other useful tips

- To change your password, press 84 and the follow instructions;
- To listen to a message, press 2. To hear it again, press 2;
- To go to the next message, press 6;
- To delete a message, press 76;
- To exit your mailbox, press 83; and
- To bypass messages (the busy dial tone), dial the extension number.

When you are in a person's voice mailbox, you can transfer directly to another extension by pressing 0 + the extension number followed by #.

## Emergency Number

A caller should have the option of pressing "0" if you are unavailable to respond to an emergency. This should be indicated in your message as you close your greeting. The 11th and 12th floors have an emergency telephone for these purposes. If this phone rings, the nearest person should answer it.

## Did you know?

- A caller to the Centre does not have to listen to the whole message before entering your extension number. After dialing 236-6163, they wait for the line to be answered and simply enter 1 or 2 (language pref.) followed by the extension number and the # sign. The call will go directly to you. Please ensure that people who call you have your correct extension number and let them know how to use the system to their benefit. This will ensure they get in touch with you quickly and with the least amount of frustration.
- After-hours callers, including overseas callers, who do not know your extension can also leave a message in a special mailbox. That is, after the IDRC welcome, they will hear three rings and may record a message in a generic mailbox. Administration will then forward their message to your voice mail the next working day. However, for the message to be sent to you, the caller must state your entire name.

# Sending a Fax Electronically

## Canadian Destination - Long Distance:

To:	fax[Céline Dion,A1 514-555-5555,#01]
Cc:	
Bcc:	
From:	Mary Beaussart@cs sc@idrc crdi
Subject:	
Date:	Wednesday, June 26, 1996 11:45:08 EDT
Attach:	
Certify:	

To send a local fax (not long distance), the procedure is similar to the above scenario, except the 1 and area code are omitted. In this case it would be:  
fax[Céline Dion, A 555-5555,#01]

## Hints:

- The rules for sending a fax are the same as for regular phone calls. Think of the "A" as the "9" you use when you dial an outside number.
- Do not use a comma unless it is followed immediately by an "A," i.e., do not use a comma in the name of the person you are sending the fax to.

## International Destination:

To:	fax[Elvis Presley, 0,#01]
Cc:	
Bc:	
From:	Mary Beaussart@cs sc@idrc crdi
Subject:	5044 1526
Date:	Thursday, June 27, 1996 11:09:34 EDT
Attach:	
Certify:	

## Hints:

- The country code (which is on the "Subject" line) must be 4 digits.
- If the Bell Canada telephone code is only 2 or 3 digits, place a 5 (and a zero) in front of the code. For example, the country code for France is 33. There are only 2 digits, therefore you must place a 5 and a 0 in front. The number would be 5033. The country code for Guatemala is 502; therefore, the number would be 5502.

## Faxing Via Biscom:

Sending a fax from your own computer has numerous advantages. It is environmentally conscious, cheaper than using the "hard fax," and is especially useful for sending long documents. It also cuts down on the time you spend standing over the machine.

To send a fax via Biscom:

- Compose your text and documents in Wordperfect;
- Select "Print";
- Select the Biscom Fax Printer for Vines (if it isn't there, you must have it installed);
- Select "Print" again;
- Enter fax information and your divisional account number; and
- Follow the instructions.

Biscom will inform you when your fax has been sent.

The document you are sending must be either bold or in Arial font. Otherwise, your receiver will have difficulty reading the document. Should you require assistance, please contact Denis Rivard, ext.2003.

# Tools of the trade

## A guide to software in use at IDRC

### 1. Office software

#### Corel Office Professional for Windows '95:

Corel Address Book 7	Personal address book
* Corel Draw	For drawings and art
*Corel Flow 3	For diagrams and flow charts
Corel Presentations Suite 7	For slide shows
Corel Quattro Pro Suite 7	Spreadsheet application
Corel WordPerfect 7	Word processing
Database Desktop	Scaled down Paradox software for database applications
Netscape 4.0	Web browser
Sidekick '95	Individual appointment calendar

The standard at IDRC is to use Corel Office for the non converted or read applications. The Helpdesk does have a Microsoft Office licence for staff to use in converting incoming documents that can't otherwise be converted or read by Corel Suite Applications.

### 2. Specialized Software

Beyond Mail	E-Mail software
Crystal Report	Database report or extraction tool used to access Centre project information.
*HiFi	Financial information system comprising General Ledger and Accounts Payable modules. Works on HP mini-computer.

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*\* Please note this software is not supported by the MIS Helpdesk*

	Limited access only. Business owner contact: Charles Morin (Tel. # 2162)
*Hurmis	Human Resources database
iPass	Remote access software
Minisoft	Software for interface with the HP mini-computer from individual work stations
Oracle	The new DBMS selected by the Centre as its corporate standard. Will replace Paradox in 1999-2000.
Oracle Financials	A suite of accounting and management software selected to replace HiFi starting in 1999-2000.
Paradox	Software for database creation and maintenance. Also standard database management software for the Centre.
PC-Dialin	Software giving access to IDRC's network from home; available only to employees and on request.
*Pillar	Budgeting software used by all cost centres. Has full ODBC compliance (for import-export) and integrates with Oracle Financials. Business owner contact: Kimberley Kearney (Tel. #2126)
Pipeline	See RADIUS. Software to input data at the planning stage and manage appropriations.
PK Zip for Windows 2.5	Document compression software.
*Policy Maker	Expert system for policy formulation.
*Timeline	Project management software.

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\* *Please note this software is not supported by the MIS Helpdesk*

### 3. Home-grown Software

ALICCS	See RADIUS. Software to manage the Activity Life Cycle of grants.
AM Project	See RADIUS. Module to perform project-level data maintenance after approval.
AM Recipient	See RADIUS. Module to perform recipient-level data maintenance after approval.
ARM	See RADIUS. A database search tool.
RSA	See RADIUS. Software to generate a document for the approval of research support grants.
AutoPS	See RADIUS. Software to generate a Project Summary for the approval of projects grants.
IDRIS	Inter-Departmental Research Information System for International Development - basic information on projects of IDRC and a group of like-minded organizations.
Minisis	Database management system and software developed and commercialised by IDRC for information management particularly library-type applications. Call Minisis on 7 <sup>th</sup> floor for more information (Tel. # 2064)
PCR for Windows	Expert system for the preparation of Project Completion Reports. Business owner: Fred Carden (Tel. # 2107)
Pseudo-Promis	An HP-based database automatically replenished from Radius via the Warehouse. Interfaces with HiFi to produce management reports. This database effectively replaces the old PROMIS database (Project Management Information System) on the HP mini-computer. Pseudo-Promis was designed as

	a transitory system to eliminate the need for double data input (Radius and Promis) while new corporate information systems are being implemented. Business owner contact: Catherine Shearer (Tel. #2048)
Radius	A family of applications which filter input to the project information database. RADIUS is also commonly used to designate the underlying database of project information. The main applications are: ARM, Pipeline, AutoPS, RSA, ALICCS, Activity Monitoring, AM Project, AM Recipient. PCR for Windows, Business owner contact: Catherine Shearer (Tel. #2048))
Report Depot Interface	To access a repository of pre-programmed Crystal reports for extracting project information from it's database.
Trips	Corporate travel information system which processes travel authorizations and expense claims including electronic signature. Business owner contact: Marc Gohier (Tel.# 2520)
Warehouse	An application which flattens the Radius database for ease of reporting and for transfer to the HP mini-computer. Also transfers financial information from the HP mini-computer to the local Area Network so as to match to RADIUS data total of four files readable through Crystal Report. Business owner contact: Catherine Shearer (Tel. # 2048)
Webhouse	An experimental intranet page with RADIUS Warehouse data. Business owner contact: Dominique Rivard (Tel. # 2606)

# Compressed Work Week Rules

- Participation in the Compressed Work Week Program (CWW) is a privilege, not a right. If you are interested in joining this program, please see your CSG Coordinator. You will be asked to prepare a memo to request to participate.
- The plan is based on 75 working hours every 2 weeks (corresponding to the Centre's pay cycle).
- In the 10-day cycle, 9 work days of 8 hours and 20 minutes earn one day off — a “compensation day.”
- Only work days earn compensation-day credit: sick leave, annual leave, special leave, and local holidays do not count as days worked.
- No accumulation of compensation days is possible. A compensation day must be used by the sixth day of the following 10-day period.
- Modified work-week schedules are drawn up for the following two pay cycles. The schedules must be coordinated with the other participants in the unit so that service to the public and organization as well as unit productivity are not hindered.
- The schedules must be approved by the employee's supervisor **before** the period begins. Any adjustments to the schedule must be approved in advance by the supervisor, and are subject to the constraint of maintaining service to the Centre and the public.
- Whenever possible, medical and dental appointments should be scheduled on compensation days.



# Acronyms

## English

## French

AcO	Accounting Officer	AC
ADMIN	Administration	ADMIN
ALICCS	Activity Life Cycle Control System	SCAC
AO	Administration Officer	AA
ASRO	Regional Office for Southeast and East Asia	BRASI
ATPS	African Technology Policy Studies Network	REPTA
AUTOPS	Computer software used to prepare Project Summaries	AUTOPS
PBDO	Partnership & Business Development Office	BPDA
BELLANET	Bellonet Initiative	BELLANET
CAD	Canadian dollars	CAD
CAP	Centre-Administered Portion	PAC
CCP	Corporate Communications Program (PA)	GCI
CGIAR	Consultative Group on International Agricultural Research	GCRAI
COLLAB	Collaborative Project	COLL
CP	Canadian Partnerships (SIP)	PC
CS	Chief Scientist	ESC
CSB	Corporate Services Branch	DGSI
CSG	Client Services Group	GSC
CTA	Centre Training and Awards (SIP)	FBC
EARO	Regional Office for Eastern and Southern African	BRAFO
EC	Executive Committee of Board of Governors	CD
EEPSEA	Environmental Economics Program for Southeast Asia	PEEASE

EO	Executive Office	BD
ERC	Ethics Review Committee	CE
EU	Evaluation Unit (CSB)	SE
GEND	Gender Review Committee	CEG
HIFI	Financial Data Information System	SIDF
HURMIS	Human Resources Management Information System	SIGRHU
IARC	International Agricultural Research Centre	CIRA
IDRIS	Inter-Agency Development Research Information System	IMIS
IMFNS	International Model Forest Network Secretariat	SRIFM
INBAR	International Network for Bamboo and Rattan	RIBR
LACRO	Regional Office for Latin America and the Caribbean	BRALA
LAN	Local Area Network	RL
LDC	Less-Developed Countries	PMA/PMD
LLDC	Least-Developed Countries	PLMA/PLMD
MERO	Regional Office for the Middle East	BREMO
MGC	Memorandum of Grant Conditions	PACS
MI	Micronutrients Initiative	IM
MINISIS	Interactive Microcomputer System for Information Retrieval and Library Management	MINISIS
MIS	Management Information Systems	SIG
MPM	Management Policy Manual	MRA
NGO	Nongovernmental organization	ONG

OCEEI	Office for Central and Eastern Europe Initiative	BIECE
ODA	Official development assistance	APD
OL	Official Languages	LO
OGC	Office of the General Counsel	BCJC
OCS	Office of the Corporate Secretary	BSC
PA	Program Assistant	AdjA
PA	Public Affairs	AfP
PAR	Performance Appraisal Report	RER
PB	Programs Branch	DGP
PCR	Project Completion Report	RFP
PI	Program Initiative	IP
PIM	Project Identification Memorandum	NIP
PIP	Public Information Program	PIP
PIT	Program Initiative Team	EIP
PITL	Program Initiative Team Leader	CEIP
PMR	Project Monitoring Report	RDT
PMRL	Project Monitoring Report Leader	CRSP
PNM	Project Notification Memorandum	NDP
PO	Program Officer	AP
PPR	Program and Policy Review	EPP
PRES	President's Office	BP
PS	Project Summary	RP
PTA	PrePaid Ticket Advice	AP
PY	Person-Year	AP
RA	Research Assistant	AR
RB	Resources Branch	DGR
RADIUS	Network of Modules used for Project Management Information	RADIUS
RAP	Recipient-Administered Portion	PAB

RC	Regional Controller	CR
RD	Regional Director	DR
RIMS	Research Information Management Service	SGIR
RM	Research Manager	GR
RO	Regional Office	BR
RO	Research Officer	AR
ROSA	Regional Office for South Africa	BRAFS
RPG	Resource Policy Group	GPR
RPO	Regional Program Officer	APR
RRAF	Research Review Advisory Forum	FCER
RSA	Research Support Activity	ASR
RSG	Resource Services Group	GSR
SARO	Regional Office for South Asia	BRASU
SC	Services Coordinator	CP
SDL	Staff Development Leave	CP
SIFR	Strategy for International Fisheries Research	SIFR
SIP	Special Initiatives Program	PIS
SMC	Senior Management Committee	CHD
SPA	Special Program Activity	APS
SPO	Senior Program Officer	APP
SPS	Senior Program Specialist	SPP
SRM	Senior Research Manager	GPR
TA	Travel Authority	AV
TOR	Terms of Reference	FET
TRIPS	Travel Information Processing System	TRIPS
VP	Vice-President	VP
WARO	Regional Office for West and Central Africa	BRACO

## List of Active Funding Units in Database

Acronyms	Title	Titre
ACACIA	Communities and the Information Society - Africa	Collectivités et société de l'information - Afrique
ALT	MINGA - Alternatives to Poverty and Resource Degradation	MINGA - Alternatives à la pauvreté et à la dégradation des ressources
ASPR/ERPS	Assessment of Social Policy Reform	Évaluation des réformes en politiques sociales
CBNRM/GRNC	Community-Based Natural Resources Management	Gestion des ressources naturelles par les communautés
CCP/PCI	Corporate Communications Program	Programme des communications institutionnelles
CCP_O/PCI_F	Corporate Communications Program - Operational	PCI - Fonctionnement
CFP/AU	Cities Feeding People	Agriculture urbaine
CSB/DGSI	Corporate Services Branch	Direction générale des services institutionnels
ECOSYS	Ecosystem Health	Santé et écosystème
EVAL	Evaluation Activities	Activités de évaluation
LCS/SAC	Learning for Change - Africa	Systèmes d'apprentissage - Afrique
MIMAP	Micro Impacts of Macroeconomic and Adjustment Policies	Impacts micros des politiques macros et d'ajustement
MINISIS	MINISIS	MINISIS
PAN	Pan Networking	Le Réseau Pan
PBR/PR	Peace Building and Reconstruction	Pacification et reconstruction
PLAW/TEEDE	People, Land and Water	Populations, terre et eau
PRES	President's Office	Bureau du président
RIMS/SGIR	Research Information Management Service	Service de gestion de l'information sur la recherche
RSA/ASR_OW	Theme RSAs (Head Office)	ASRs thématiques - Siège social
RSA/ASR_ASI	Regional RSAs (Singapore-ASRO)	ASRs régionales - (Singapour-BRASI)
RSA/ASR_ASU	Regional RSAs (Delhi-SARO)	ASRs régionales - (Delhi-BRASU)
RSA/ASR_CAI	Regional RSAs (Cairo-MERO)	ASRs régionales - (Caire-BREMO)
RSA/ASR_DAK	Regional RSAs (Dakar-WARO)	ASRs régionales - (Dakar-BRACO)
RSA/ASR_NBI	Regional RSAs (Nairobi-EARO)	ASRs régionales - (Nairobi-BRAFO)
RSA/ASR_JBG	Regional RSAs (Johannesburg-ROSA)	ASRs régionales - (Johannesbourg-BRAFS)
RSA/ASR_MV	Regional RSAs (Montevideo-LACRO)	ASRs régionales - (Montevideo-BRALAC)
SECRTS	Secretariats and related activities	Sécretariats et activités connexes
SIP/PIS	Special Initiatives Program (CSB)	Programme des initiatives spéciales (DGSI)
SMME/PMME	SMME Innovation and Technology	PMME: innovations et technologies
SPECIAL	Program Branch Initiatives	Initiatives spéciales de la DGP
SUB/UDB	Sustainable Use of Biodiversity	Utilisation durable de la biodiversité
TEC/CEC	Trade, Employment and Competitiveness	Commerce, emploi et compétitivité



# Emergency & Frequently Used Numbers

## AMBULANCE, FIRE, POLICE

9-911

Security	2597	Lobby
Nurse	2509	5 <sup>th</sup> Floor

## SERVICES FREQUENTLY REQUESTED

Cashier	2146	8 <sup>th</sup> Floor
Doctor	2468	5 <sup>th</sup> Floor
Help Desk — MIS	5555	7 <sup>th</sup> Floor
Hospitality	2603	14 <sup>th</sup> Floor
Library	2578	9 <sup>th</sup> Floor
Mailroom	2002	9 <sup>th</sup> Floor
Maintenance and Repair	2170	5 <sup>th</sup> Floor
Meeting Room Bookings	2244/2382	14 <sup>th</sup> Floor
Photocopy	2000	5 <sup>th</sup> Floor
Privacy and Access to Information Coordinator	2123	13 <sup>th</sup> Floor

## Reception Areas:

Switchboard	0	5 <sup>th</sup> Floor
President's Office	2377	13 <sup>th</sup> Floor
Receiving/Stores	2000	5 <sup>th</sup> Floor
Records Office	2001	9 <sup>th</sup> Floor
Staff Lounge	2596	6 <sup>th</sup> Floor
Travel	2290	5 <sup>th</sup> Floor

## Counselling Services

Employee Assistance Program	9-1-800-268-5211
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