



Guideline for Project Administration

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Overview of the framework

Framework for ICARS' Demonstration Projects

Tasks and Responsibilities of the Project Coordinator and the Lead Researcher

Guideline for the Expression of Interest

Expression of Interest Template

Guideline for the Concept Note

Concept Note Template

Guideline for the Project Proposal

Project Proposal Template

Log Frame Template

Template for CVs of the Project Coordinator and Researchers

Budget Template (to be requested)

Grant Letter Template (to be requested)

Guideline for Project Administration (**this document**)

Partnership Agreement Template

Audit instructions



1. Introduction

This guideline introduces good practices and the rules and regulations that must be followed during implementation of an ICARS demonstration project.

The guideline should be used by all project participants, and in particular the Project Coordinator/Finance Manager and the Lead Researcher, to ensure appropriate administration and sound financial management of practices. For additional information about the project participants please see *Framework for ICARS' Demonstration Projects*. For information about eligible budget items please see *Guideline for the Project Proposal*.

For questions please contact ICARS at contact@icars-global.org.

2. Project documents

The following documents are key for the implementation of the research project

- The Grant Agreement
- [ICARS policies](#)
- *Framework for ICARS' Demonstration Projects*
- *Guideline for the Expression of Interest* and appendices
- *Guideline for the Project Proposal*, the approved Project Proposal and appendices (budget, M&E Toolbox, signature page and CV's from key researchers and participants)
- *Guideline for Project Administration*
- Full log frame (prepared after project initiation)



3. Good Practice Principles

Good project administration is about organising and using resources (staff, equipment, funds) in a *transparent* and *accountable* manner, and in such a way that the research project is implemented as *effectively* and *efficiently* as possible. A transparent, accountable, effective and efficient administration of the research project is essential to ensure proper use of project funds and resources, and to avoid misuse.

The Project Coordinator and the Lead Researcher have, on behalf of the Responsible Ministry and/or the Lead Research Institution, the responsibility of ensuring that the project is administered in accordance with good administration practices and [ICARS policies](#). See *Tasks and Responsibilities of the Project Coordinator and the Lead Researcher* for a description of the tasks and responsibilities.

Good administration practices

Transparency is about access to information. Timely access to reliable and relevant information about decisions and actions, or lack thereof, is essential to good project administration. It must be ensured that decisions taken, and their enforcement follow appropriate rules and regulations, and that documentation is available on *how*, *why* and *based on what regulations* decisions have been taken.

Accountability refers to the obligation to account for decisions and actions (activities) taken, assume responsibility for them, and transparently disclose the results of the decisions or actions taken.

Effectiveness refers to how well the administration of the research project supports and facilitates project implementation, the achievement of project outputs and solving problems if such occur. In order to be effective, the Project Coordinator and the Lead Researcher must be responsive to demands and changes in the project and follow good practices.

Efficiency refers to how well project funds are used to achieve outputs.

ICARS policies

4. Ethical and Other Approvals

In accordance with the Grant Agreement (clause 4.2), the Lead Researcher and the Lead Research Institution must obtain all relevant ethical approvals and other required permits prior to the initiation of the project activities requiring approval. They must further ensure that the research is carried out in accordance with current international and national conventions and regulations. Compliance with these matters must appear in progress and completion reports.

5. Partnership Agreement

Written roles and responsibilities, as well as stated commitments and expectations from all project participants, constitute an important co-operation and communication tool for the practical administration of the project. Thus, when a grant has been awarded a Partnership Agreement must be developed between the Responsible Ministry, the Lead Research Institution, co-applicants and partner stakeholders.

In accordance with the Grant Agreement, the Partnership Agreement must be entered into within the first half year of the research project (clause 4.5). The second disbursement to the project is conditional on the timely submission of the Partnership Agreement to ICARS.

In accordance with the Grant Agreement (clause 4.4), the grant recipient retains sole responsibility towards ICARS for implementing the project, i.e. the grant recipient remains accountable for the conduct of the activities and the use and financial management of the Grant. Further, the grant recipient is required to carry out appropriate due diligence on all sub-contractors, and shall ensure that all sub-contractors etc. of



the grant recipient are obligated to conduct activities concerning the project under this agreement in accordance with the Grant Agreement and its annexes. This includes that the grant recipient shall also on regular basis as specified in the Grant Agreement obtain signed declarations of compliance from all sub-contractors etc. (clause 4.6).

While the Partnership Agreement provides a good starting point for the partnership it does not in itself ensure an effective and successful partnership. In order to ensure such during the full lifespan of the research project, it is important to plan the cooperation and build the partnership on values such as trust, mutual respect and sharing.

6. Terms and Conditions for Employment

External researchers not identified in the application should be recruited in a transparent manner. National/the institution's own regulations must be followed. The responsibility for employment conditions (announcement, leave, salary, etc.) for staff engaged by the research project and whose salaries are covered by the grant rests with the institution/ministry/university at which the individual staff is employed.

showing the greatest possible consideration for the partners involved, especially ensuring that the PhD students included in the project can finalize their study programmes.

No additional funding can be provided in connection with illness and parental leave, but no-cost extensions are possible in special circumstances (see section 6). See *Guideline for the Project Proposal* for information about ICARS' rules concerning salary and emoluments.