

**VLIR-UOS AND BAHIR DAR UNIVERSITY
INSTITUTIONAL UNIVERSITY COOPERATION
PARTNERSHIP PROGRAMME
FIRST PHASE (2017-2021)**

BDU-IUC MANAGEMENT MANUAL

May, 2016

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LIST OF ABBREVIATIONS

AP	Activity Programme
BDU	Bahir Dar University
DGDC	Directorate General for Development Cooperation (Belgium)
DSA	Daily Subsistence Allowance, equivalent to “per diem”
FPLs	Flemish Project Leaders
IFS	International Fund for Science
IR	Intermediate Results
IUC	Institutional University Cooperation
PL	Project Leader
PP	Partner Programme
PSU	Programme Support Unit
VLIR-UOS	Flemish Inter-University Council

1. INTRODUCTION

This management manual presents the framework for the implementation of the VLIR-UOS programme at Bahir Dar University (BDU). The management manual is prepared based on VLIR-UOS policies as well as on the rules and regulations of Bahir Dar University. This management manual is by no means exhaustive and needs to be extended and updated further in due course with the approval of the Joint Steering Committee.

2. PURPOSE OF THE PROGRAMME

The overall academic objective of BDU-IUC is to boost the capacity of BDU in 22 departments/units, and to uplift the overall institutional capacity of BDU through joint implementation of research projects on “Land Resilience”, “Hydro(geo)logy”, “Post-harvest and food processing”, “Aquatic ecology and waterborne diseases”, and “Socio-economic development”. A Transversal Institutional Strengthening Project (TISP) is included. Academically, major outputs of the programme will be the training of 17 PhD graduates and 7 pre-doctoral studies at international level, short term trainings and 28 MSc studies at BDU. The overall development objective is to contribute to the Climate Resilient Green Economy (CRGE) strategy in Northwest Ethiopia through research geared towards the solution of bottlenecks related to environment, water, food security, health and economical and social development.

The IUC programme starts with the premise that BDU is an engine of social change and that improving the university with this ultimate goal in mind is a valuable social investment. The two major goals of the IUC programme are:

- Institutional capacity building
- Research and human capacity building

The IUC programme will, for northwest Ethiopia, provide the necessary scientific background for this. Development of hydrology, hydropower, agriculture-based industrialization, biodiversity and carbon sequestration are centre-pieces of this development. Our programme with its story line of land-water-agricultural production and health is geared towards the CRGE. The Hydro(geo)logy project investigates water balances at broader scale; the Aquatic ecology and waterborne diseases project zooms to the more local level; the Land Resilience project considers the land for its ecosystem services, related to agricultural production, but also biodiversity; the project on Post Harvest considers the reduction of post harvest losses while water and land are well managed; and the Socio-Economic project values the human capital and farmers’ empowerment, in the perspective of improved agricultural production, biodiversity and tourism. In addition, the IUC will upgrade the library, ICT and laboratory services.

3. LOCAL MANAGEMENT STRUCTURE

For a systematic and efficient coordination of the BDU-IUC programme, installing a working local management structure is a necessity (Figure 1). To this effect, a local IUC programme coordination office (Programme Support Unit –PSU) has been established within the Bahir Dar University structure.

The main considerations in the establishment are the long-term nature of the IUC and the volume of work and resources involved. Strategically, the overall coordination is positioned within the office of the Vice President for Research and Community Services represented by Dr. Mulunesh Abebe. The coordinator on the BDU side is Dr. Enyew Adgo. Dr. Firew Tegegne is the programme manager of BDU-IUC. The BDU-IUC office will also be supported by an executive secretary and a programme accountant and drivers, who shall be employed with the involvement of the human resources management directorate of BDU.

The Flemish VLIR-UOS Coordinator for this partnership is Professor Jan Nyssen, Department of Geography, Ghent University. He will be assisted by one staff (ICOS) of UGent’s International Office. On the Belgian side of the partnership, VLIR-UOS taps expertise from Flemish universities as well as non-university institutions. A number of Flemish universities and other institutions are actively involved in this partnership: UGent, K.U. Leuven, Universiteit Antwerpen, Universiteit Hasselt and Vrije Universiteit Brussel, as well as associated University Colleges. Others have also contributed including government and international research centres.

This document defines the overall local management structure and functional relationship between the constituents of the organogram. In addition, it provides the working procedures (modus operandi) and the necessary formats to be used in the administrative routine of the IUC programme.

3.1 Decision-making body for BDU-IUC policy, and its composition

The IUC policy is drawn by the top management of BDU and the members of joint IUC-management committee, and comprises of:

- BDU-IUC local Steering Committee
- President and Vice-Presidents of BDU
- Flemish and local programme coordinators, ICOS as well as the programme manager

3.2 Involvement of the university management in IUC

The University management is involved in IUC policy matters and ensures that IUC follows the financial and property management policy, procurement and recruitment policy of the government and VLIR-UOS. The Vice President for Research and Community Services of BDU and the local coordinator of BDU-IUC integrate IUC deliberations with the strategic plan of the university. But, the BDU management is not involved in budget distribution within the IUC programme.

3.3 Steering Committee

In order to closely monitor the IUC programme and facilitate the smooth and efficient execution of it, a local steering committee has been established. The steering committee plays a pivotal role in designing, planning, alleviating constraints and overall coordination of the implementation activity. It is a forum for communication, generation of new ideas and progress monitoring.

The committee shall hold four regular meetings per annum. The meeting time is deliberately related to progress and annual reporting times.

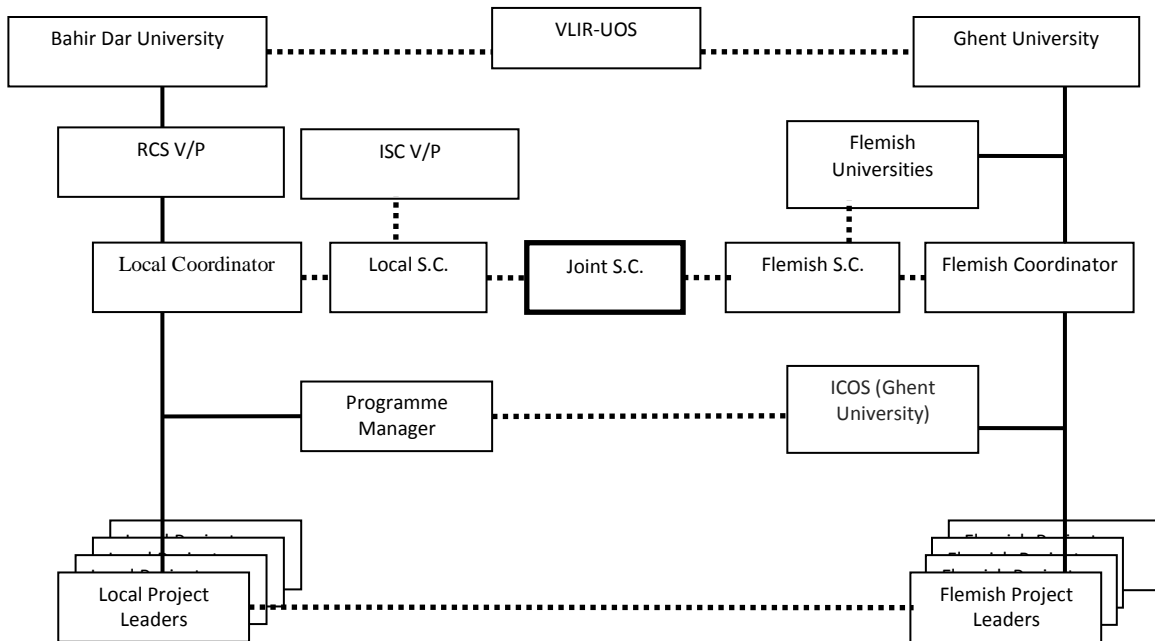


Figure 1. Organization and Management Structure of BDU-IUC Partner Programme. (ICOS = VLIR-UOS focal point at a Flemish university; RCS V/P = Vice-President for Research and Community Service; ISC V/P = Vice-President for Information and Strategic Communication; UOS = Dutch acronym for University Development Cooperation; SC = Steering Committee).

4. RESPONSIBILITIES

4.1 Local steering committee

In order to manage and closely monitor the IUC programme, a local steering committee is composed of:

- Local Programme Coordinator
- Vice-Presidents for Research and Community Services and Information and Strategic Communication
- All Project leaders and
- Programme manager

The steering committee is the highest organ in the BDU-IUC structure, hence the steering committee:

- approves activity plans
- institutes a monitoring and evaluation system for the overall progress and performance of the programme
- monitors financial utilization of projects
- approves transfer of money from one budget line to another budget line (annex 6)

The Vice-President for Research and Community Services shall:

- Update the top management about the status of the BDU-IUC programme
- Promote the programme within BDU and beyond
- Involve in policy related decisions

4.2 Local programme coordinator

The local programme coordinator oversees the programme activity and chairs the local steering committee.

4.3. Duties and responsibilities of the local coordinator

- Ensure high level communication (internal with management, and external with policy makers and others as required), including the contacts with the Flemish programme coordinator and VLIR-UOS
- Provide overall leadership
- Take charge of policy issues and concerns
- Chair the local steering committee meetings, and facilitate decision making and team building among local project leaders at all stages of programme design and implementation
- Ensure that the IUC programme is continuously linked with the strategic thinking of the partner university
- Represent the management and act as spokesperson on behalf of the partner university
- Supervise and instruct project leaders and programme manager of BDU-IUC
- Ensure synergy and complementarities between different research themes
- Contribute to standardisation and fluent exchange between data bases

- Planning, follow-up and synchronisation of research calendars, in consultation with the local partners and Flemish experts
- Pro-actively provide scientific backstopping of research in the field and all level of BDU laboratories
- Assist in organising research protocol review sessions
- Set the scene for the extension programme under Phase II, towards outreach of BDU-IUC technologies
- Write-up project proposals to attract extra funding for research

4.4. Duties and functions of the programme manager

The Programme manager is accountable to the local Programme coordinator. Details of the tasks and responsibilities of the Programme Manager are:

- All line management duties including running the BDU-IUC programme office
- Preparation of project documents – PPs, APs and reports in consultation with the project leaders and cross-checking of these documents for content and quality (supported by the BDU-IUC secretariat)
- Facilitate transportation and accommodation for international visitors and draw up scripts for such visits in consultation with PLs
- Facilitate mobility of local BDU-IUC scholars and other staff
- Provide accurate financial overviews of project expenditures for every steering committee or management meeting and relay on these matters on regular basis with finance team both in the North and South.
- Regularly alert the PLs in the North and South on their financial balance together with ICOS
- Expedite local and international purchases
- Expedite custom clearance of BDU-IUC cargo arriving in Addis Ababa
- Recording and distributing of these goods upon arrival at Bahir Dar
- Follow up of calls from relevant organizations
- Once per year cross-checking and verification of status of BDU-IUC goods in the different projects (inventory)
- Responsible for the financial aspects and accounting of the programme fund
- Handle all communications between IUC and BDU
- Employment of staff as required in consultation with the local programme coordinator
- Logistic coordination for all the projects (e.g. deployment of vehicles)
- Some involvement in the research assuring that the programme management duties are not affected
- Report all technical and financial matters to Flemish coordinator.
- Spearhead the IUC database
- Attraction of extra-muros research funds
- Organize national and international conferences

All project leaders submit their reports to the local programme coordinator, who transfers to the Flemish programme coordinator.

4.5. Duties and responsibilities of the programme accountant

- Ensure proper and timely processing of financial transactions
- Ensure timely preparation and submission of financial reports to the internal/ external auditors and steering committee for eventual submission to VLIR-UOS
- Prepare financial documents, vouchers, and other relevant documents for internal and external auditors
- Produce and present the financial quarterly report to the steering committee in consultation with the Flemish financial officer, ICOS and programme manager.
- Record routine financial transactions
- Keep up to date financial balance of each project by budget line
- Follow up bill settlement process and procedures
- Reconcile local and hard currency account
- Control record of inventory and updating
- Charge and control mileage fund (with separate ledger)
- Control and follow up budget

4.6 Duties and responsibilities of the programme executive secretary

- Provide efficient secretarial service and establish a simple and knowledgeable office management system (filing, documenting, photocopying, etc.)
- Draft letters, make appointments, identify priorities and advise the manager to act timely
- Efficiently communicate with all stakeholders through e-mail, fax and telephone
- Arrange appointments for meetings with the project leaders
- Assist the programme accountant in recording expenses in Model 1D
- Reserve and run petty cash for small expenses (annex 8)
- Buy tickets for domestic flights when necessary
- Edit and format reports on request of PM and PC
- Arrange vehicle deployment
- Record items purchased and checked out from the BDU store

4.7. Duties and responsibilities of the local project leaders

- Manage the project: content, administration, consumable and non-consumable items and finance (based on the report of the PSU)
- Develop team spirit within the project for proper execution of plans
- Assist project members in solving research-related scientific, practical and technical problems
- Develop an annual plan for the project in consultation with members, other PLs and Flemish project leader: narrative, budget, operational and mobility plan documents
- Assign a responsible person for each IR in consultation with FPLs
- Produce quarterly technical reports and present the progress, problems encountered and future plans during execution at the quarterly local steering committee meetings
- Produce an annual technical (achievement) report in consultation with local project members and Flemish project leader

- Submit a copy of the annual and quarter report to the respective Faculty and Departments to enhance programme ownership
- Develop an annual procurement list (for local and foreign procurement) with proper specifications in consultation with the local project members and the Flemish project leader and submit timely to the PSU.
- Act as a local facilitating resource person with regard to project members
- Take pro-active initiatives aimed at the enhancement of project effectiveness
- Monitor items (field, office and laboratory equipment) purchased through the IUC Programme (see annex 17)
- Submit to the PM the completed IUC form for missions abroad (Annex 14), at least three months ahead
- Facilitate the annual inventory of procured items
- Encourage team-driven technology development
- Foster a ‘publication culture’ among project members
- Manage properly the programme vehicles in the field
- Endeavour to ensure synergy with the other projects of the programme
- Encourage project members to apply for potential spin-off funding
- Relay with extension in the field
- Endeavour to ensure that research findings have an impact on the teaching and learning processes through the use of completed/published case studies in class, introduce problem-based teaching method
- Organize annual evaluation of project members and reporting of the outcome to the PM. PLs should ensure that passive members are excluded from membership (in the latter case, such members should get clearance from BDU-IUC –annex 13), and replaced by pro-active applicants. This is done through informal communication with FPL and PC, and discussion at the Steering Committee

4.8. Duties and responsibilities of Project members

- Each IR will have responsible persons. Members are responsible for effective implementation of the IR or IRs assigned as responsible person under the guidance of the PL and FPL
- Accomplish tasks assigned by Project leader.

4.9. Communication between North and South

- Project leaders communicate with their Flemish counterparts on project activities
- With regard to travels, purchases, shipments, etc., after agreeing among counterparts, PM and ICOS will be involved (with cc: to the Programme Coordinators)
- Flemish coordinator is available for communications, but cc: of communications should be used in a conservative way
- There are direct lines of communication between Coordinators in Ethiopia and Belgium, PM and ICOS.

5. FINANCIAL AND PROCUREMENT REGULATIONS

5.1 Guiding principles

These guiding principles and provisions shall form the basis for financial transactions to be undertaken by the BDU-IUC programme.

5.1.1 Legal framework

The programme shall conform to the provisions of the Bahir Dar University financial rules and regulations and VLIR-UOS financial guidelines.

5.1.2. Financial framework

- i. The finances of the programme shall be expedited in implementation by PSU but within the financial guidelines of Bahir Dar University.
- ii. The financial guidelines both in the North and South shall be in accordance with the existing practice for VLIR-UOS programme in the Flemish institutions.

5.1.3 Auditing framework

A local company contracted by VLIR-UOS shall audit the programme annually.

5.1.4. Procurement framework

The BDU-IUC programme is a relatively huge, complex and long running partnership programme involving quite a lot of procurement activities both locally and abroad owing to the institutional nature of the programme. All procurement activities need to be implemented on the basis of local (MoFED) procurement regulations as well as the general VLIR-UOS financial guidelines. Although the BDU-IUC programme can fully adhere to the university regulations and procedures for all its local purchases, it will be very difficult for the PSU to get all purchases in time and at the place required. The possible reasons include lack of handling the PSU's requests separately and the lengthy process of the local procedures and bid invitation. This will lead to difficulty on the part of the PSU to cope up with the procurement needs of its six projects.

Cognizant of this situation, it is found urgent to come up with a procedure that will improve the situation mentioned above with some degree of flexibility within the general framework of the government procurement regulation that the University is exercising at present. Accordingly, the current guideline is drafted based on MoFED's procurement regulation and experience of similar programmes such as MU and JU IUCs.

Procurement by the programme shall be in accordance with the procurement procedure of Bahir Dar University and financial guideline of VLIR-UOS as detailed below.

5.1.4.1 Scope of the procurement guideline

This guideline is intended to govern all local procurement needs of the PSU including investment goods, lab equipment, chemicals, etc. The guideline gives attention to separate treatment of BDU-IUC procurement from that of the general BDU procurement activities through delegation of responsibility to the PSU. This guideline, however, provides an important exception allowing on-the-field petty purchases that may be needed to be implemented by researchers under local conditions.

5.1.4.2. Basic principles

- The BDU-IUC procurements will in general follow the government procurement and property administration regulations.
- Although BDU-IUC procurements can be carried out locally as well as abroad (in Belgium or a third country elsewhere), all purchases should preferentially be made locally. Purchases abroad will be permitted only under conditions related to lack of supply or quality issues within the county.
- All purchase requests must be planned and indicated in the appropriate format of the Plan Document with special approval by the programme management committee.
- Procurement request should be submitted to PSU with all the required specification and quantity approved by Project Leader (PL).
- In case unplanned purchases are to be requested, a motivation for the same should be stated, approved by local PL and finally supported by north PL or counterpart. For major investment goods requested, there can be cases that need to get permission from VLIR-UOS through the Flemish Coordinator.

5.1.4.3. General guideline

BDU-IUC will have its own Purchase and Technical Committees.

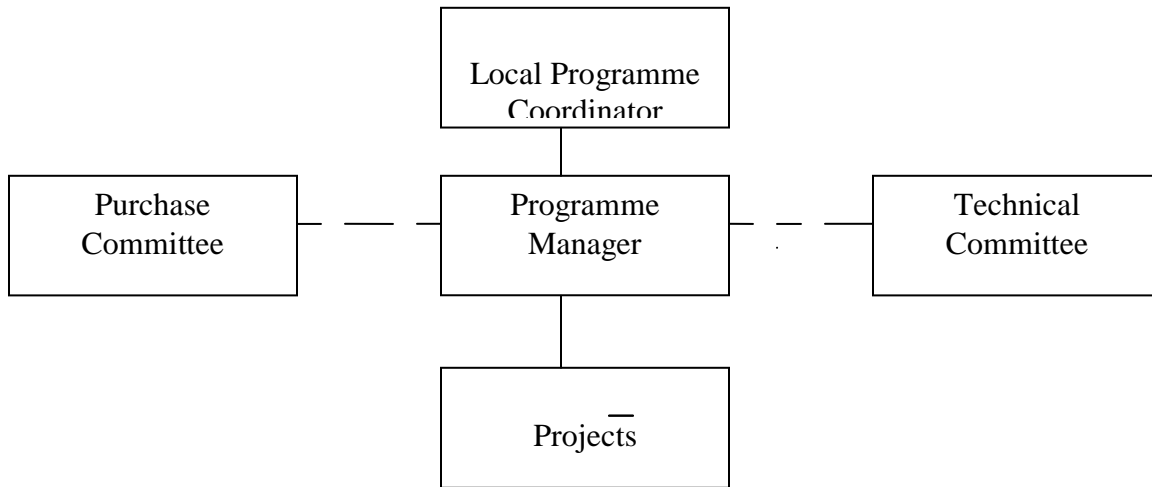
Composition of the Purchase Committee

- Chairperson..... Programme Manager
- 6 Members From projects
- Additional experts can be consulted when deemed necessary but with no vote.

Composition of the Technical Committee

- Chairperson..... From TISP Project (ICT Director or delegate)
- 4 Members From relevant projects
- Additional experts can be consulted when deemed necessary but with no vote.

Structure of the Committees within the BDU-IUC



5.1.4.4 BDU-IUC Procurement limits

- Up to Birr 10,000 Direct purchase (without proforma) by BDU-IUC
- Between Birr 10,000 and Birr 1,000,000 Minimum 3 price quotations by BDU-IUC
- Over Birr 1,000,000... Open tender by BDU

5.1.4.5 BDU-IUC Procurement approval limits

- Up to Birr 100,000 Approval by the Programme Manager
- Birr 100,001 up to Birr 500,000 Approval by the Local Programme Coordinator
- Over Birr 500,000 Approval by the Vice President for Research and Community Services

Direct Purchase

Purchases of up to Birr 10000 (ten thousand) can be effected directly from one supplier under some conditions as:

- Urgent and unforeseen petty purchases
- Miscellaneous purchases in the field
- Payments in the field like local guides, field assistants and data collection (based on a maximum rate payment agreed upon at programme level)
- Purchase request should be officially approved by the leader of the project submitting the request.

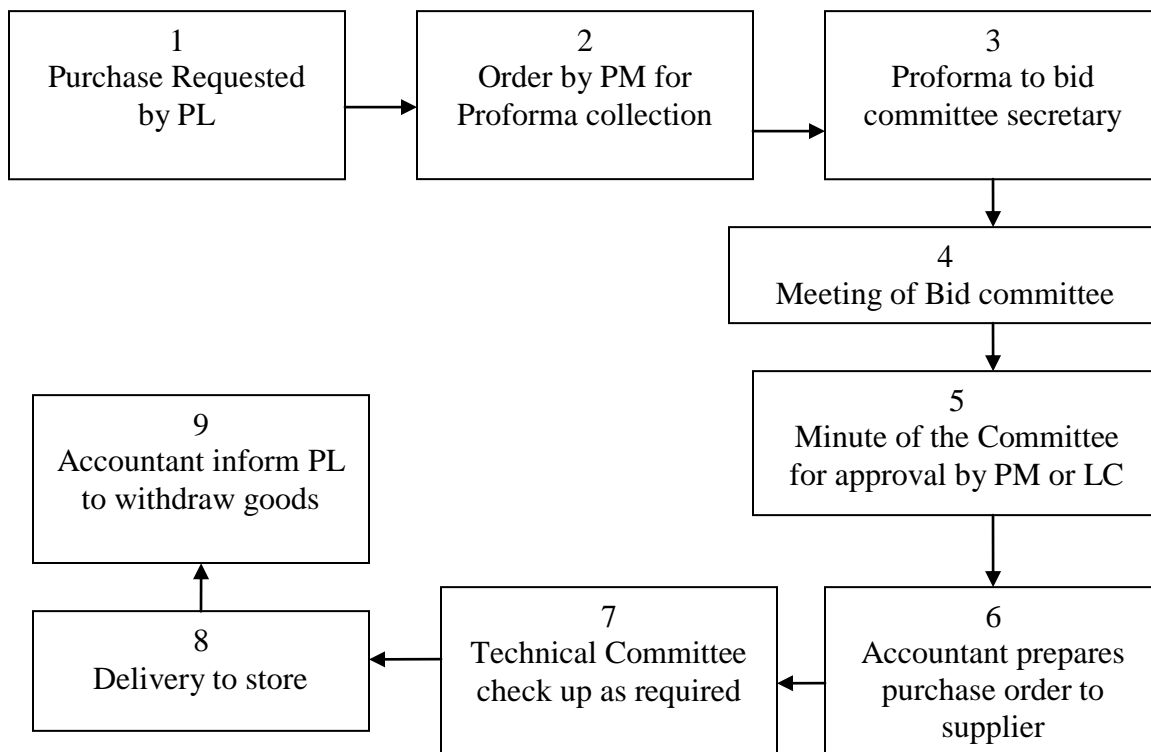
Purchase through price quotations

- For any purchase worth between birr 10,000 up to 1,000,000, at least three price quotations (proforma invoice) from three reliable suppliers are required and assessment be done based on the proformas obtained. Besides, decision minutes of the price assessment, as well as quality of the proposed materials, and reliability of the provider, should accompany the purchase.
- The price assessment is done by a BDU-IUC purchase committee based on official delegation from the president of the University or Vice-President for Research and Community Services.

Open tender

In general, it should be noted that all purchases should be well planned and carried out in bulk. Open tender is the best and preferred method of procurement. Other methods of procurement, however, can be followed when there are justifiable reasons that exclude the possibility of following open tender.

5.1.4.6 Procedures and implementation



5.1.4.7 BDU-IUC purchaser

The BDU-IUC will assign one of its support staffs as purchaser. The purchaser will study relevant regulations and will be trained on the local procedures before going into the work.

5.1.4.8 Taxes related to purchases abroad (e.g. in Belgium)

- For purchases done abroad (in Belgium or elsewhere), the PSU will get in touch with the financial officer in the North for the shipment and clearance at the Ethiopian Customs. Tax exemption will be processed in such a way that taxes will be paid from the Central Treasury of the Ethiopian Government on behalf of Bahir Dar University through official letters accompanied by donation certificates and all other relevant purchase evidence/documents from Ghent University.

5.1.4.9 Endorsement and scope of application

- This guideline is effective following its formal approval, and issuance ‘go ahead’ directive to all concerned departments and offices of the university like Procurement and Property Administration Directorate and Finance Directorate by the President of Bahir Dar University.
- The current guideline could also be applicable to procurement requests initiated earlier but not yet settled at the finance department by the time of the approval.
- All the above stated guidelines are applicable for service procurements as well.

5.1.5 Programme governance

The programme coordinator and manager should follow the agreement for Phase I Partner Programme for Institutional University Cooperation between VLIR-UOS and Bahir Dar University and shall exercise the five basic tenets of good programme governance, that is:

- i. Accountability
- ii. Efficiency and effectiveness
- iii. Integrity and fairness
- iv. Responsibility
- v. Transparency

5.2 Fund transfer from Belgium and distribution among the projects

Bulk BDU-IUC funds will be transferred to the BDU-IUC Euro Account from Belgium in three blocks. The transfer shall be based on agreed annual plans of activities.

The fund will be split into the projects according to the approved budget.

5.3 Fund distribution among projects and reporting

- Each project leader is expected to execute project activities of the IRs within the limit of the approved budget
- Before requesting purchase of investment goods or consumables (stationeries, etc.), travel authorization and field work expenses, the project leader must make sure that the project has enough budget by budget line.

- Approved funds for each project will have their own books so that expenditures per budget line shall be recorded independently. The accountant will produce book-keeping procedures or use the journal used for the governmental budgets.
- The accountant will report the expenditure of each project per month per budget line including the Model ID record, which also include advanced money
- The total financial report of the IUC programme will be the summary of all the project expenditures for North and South (to be compiled by the programme manager and ICOS from the North).

5.4 Project level financial transactions

As clearly stated in the local management structure, financial transactions of each project must be closely monitored by the project leader. In fact, all operational expenditure within a project will need the approval of the project leader and authorization by the programme coordinating staff.

5.5. Approval of advances

Any project member, IUC staff and recognised MSc student requesting for financial matters, per diems, advances, settlements, etc., needs to fill in the appropriate forms (see annexes 1-3) and should get them approved by the respective project leader (for accuracy and relevance to the project activity). Once it is approved by the project leader or delegated person, it will be authorized by the programme manager/programme coordinator and will be forwarded to the BDU Project and Internal Revenue Finance Case Team.

Note: In case of inadequate performance by a particular project, the BDU-IUC management reserves the right to rationally allocate unutilized money to other projects within BDU-IUC.

5.6 Advance requests and approval

- To facilitate the project field activity, project leaders and authorized project members can withdraw an advance payment up to 10,000 (ten thousand) Birr from the project fund.
- The programme manager can authorize advances up to 10,000 Birr.
- An advance above 10,000 Birr and less than 25,000 Birr requires the authorization of the programme coordinator.
- Advances can be withdrawn by officially delegated project team members, who should be permanent employees of BDU, IUC staff and recognised MSc students.
- The advance payments are only for expenses related to operational costs (budget line B) not for the purchase of investment goods.
- The advance withdrawn by any member should be settled in one month. Advances will not be carried from one quarter to another.
- BDU is automatically responsible in case of no return by one of these people borrowing 10,000 Birr.
- No money will be advanced before the respective person starts settling the prior advanced money

5.7 Utilization of advance money

Advance money can only be used for operational purposes of the programme/project activities. The non-exhaustive lists of operational activities to be covered by the advance received by the project leaders are:

- Daily labourers per diem/mini-contract
- Per diem for researchers
- Per diem for drivers
- Payments for field guides, guards and etc.
- Items purchased in the field (within the farming community for the purpose of research)
- Payment for minor contractual agreements for services rendered in the research area
- Minor accessories/equipment (costs not more than 500 birr) purchased in the field for the purpose of the research-related activities
- Stationary for urgent uses (in case bulk purchase is not complete)
- Fuel for vehicle in the field
- Minor spare-parts and maintenance of the vehicles in the field
- Rentals, postal charges, and other services received outside the programme office (relevant to the project activities)
- Transportation (public, air ticket, service charges, taxi and etc.)

It is possible for project members to settle small expenses also without having received advance money (“from the researcher’s own pocket”), but the same restrictions as for advance money apply (annex 15 can be used to settle expenses for purchase of materials or services from suppliers who have no official receipts).

Note:

1. Use BDU-IUC form No. 1 (Annex 1) for requesting advance money. Get it approved by the project leader/programme manager/coordinator.
2. Use BDU-IUC form No. 2-3 for settlements (Annexes 2 and 3)
3. For daily labourers -please use BDU-IUC forms 9 and 10 (Annexes 9 and 10)

All advances need to be settled within **one month** for financial monitoring and reporting. Forms are prepared for the settlement procedures (see attachments in the BDU-IUC local management structure)

- For individual and group per diem settlements, use BDU-IUC form No.2 (Annex 2)
 - For other operational costs settlements, use BDU-IUC form No. 3 (Annex 3).
 - The second advance will be effected immediately when invoices for the first is produced for settlement.
4. All dates in official invoices must be in **International calendar**
 5. If possible, all descriptions on the invoices must be **in English**
 6. Expense related to fuel and maintenance is to be covered **by the PSU (from mileage fund)**. Each project leader needs to hand over the fuel and maintenance costs to the programme office and claim the reimbursement. The programme office will reimburse the amount from the revolving

fund account of the BDU-IUC. In such cases, the programme office will charge the project account for the mileage allowance (8 or 10 Birr per km –based on the type of vehicle used) and 0.35 Birr for photocopy service and transfer it to the revolving fund account. However, multiple copying in the PSU would not be encouraged.

5.8 Advances for the coordination team

The coordination team can receive advance payments up to 10,000 Birr. The advances received by the coordinating members are used to cover gaps and coordination activities, not to run routine operational activities of the projects.

5.9 Legal status of the financial request/application forms

The formats for financial transactions of BDU-IUC programme activities are not to replace the financial related documents of the Ministry of Finance and Economic Development. They are designed to facilitate and replace the individual applications and formats used by other projects. As can be seen in the forms,

- There is room to explain the purpose of travel or why the expense is required (essentially that it refers to the IR activity in the projects) and means of transportation to be detailed (for sake of cross-checking against vehicle logbook, mileage records, or settled tickets of public transportation)
- The project leader must approve for the financial authorization by the programme office
- There is room for the respective directorate (at the bottom of each form) to direct to the appropriate personnel.

Therefore, there is no need of a cover or application letter (except for Form/annex 3) for requesting allowances and settlements when using the forms.

5.10 Rate of per diem for IUC related activities

According to the agreements reached, the per-diem rate for IUC-related activities is variable depending on place of activity, but irrespective of the position of the concerned person. The per diem approved by the JSC is 325 (three hundred twenty five) Birr for outside Addis Ababa, and exceptionally amounts to 450 (four hundred fifty) for Addis Ababa. In addition, accommodation costs will be settled using legal receipt, with a maximum of 325 (three hundred twenty five) Birr outside Addis Ababa, and exceptionally amounts to 450 (four hundred fifty) for Addis Ababa. As much as possible, agreements with preferential prices will be made with hotels in the study area and in Addis Ababa.

Per diem rules also apply to members of management team (PC, PM). A per diem format must be used, and evidence of travel must be provided by mentioning vehicle plate number, or parallel settlement of transport tickets.

5.11 Payment for contractual services

If a research team or project wants services from the rural community on contractual basis:

1. The project leader or delegated person must sign contractual agreement with the service provider (annex 18). Payments must be made based on the approved agreement and settlements of expenses will require such documents.
2. If the service is non-professional in nature but still needs to be done on contractual basis, then a written receipt of the service and the amount of payment must be produced to settle the payments.

6. DISPATCH PROCEDURES

(For purchase, reference is made to Section 5)

6.1 Dispatch of purchased BDU-IUC equipment and consumables

After purchase, the equipment will be submitted to the BDU store following the local property administration procedures (checked for quality against the specifications set in the request). They will be registered and tagged/labelled by VLIR-UOS and BDU-IUC logos. A ledger book for all properties (type, who has it, price and also specifications, etc), will be kept at the PSU. Each project will be informed to check out the equipment in the BDU store.

Each project will have to withdraw the items from the store upon showing the lists of items signed by the programme manager. The requesting, approval and authorization procedures will be those of the university system (more or less similar to that of the finance). The only difference will be, for the IUC equipment, project members request, project leaders approve and, the programme manager authorises, the storekeeper delivers.

Project leaders are obliged to send to the PSU a copy of ‘**Store Issue Voucher**’ immediately after checking out the items from the store.

6.2 Laboratory equipment order: purchase, distribution, usage and maintenance guidelines

6.2.1 Analysis of samples

Analysis of samples: researchers should, as much as possible, analyze samples at BDU lab. Samples can only be sent to other institutions for analyses in case the samples cannot be analyzed at BDU.

6.2.2 Equipment order and purchase

Each project has priorities of purchasing equipment depending on the research set up and progress. In every AP, when a project budget for equipment (be it laboratory or office), books or chemicals, the project leaders must submit the clear specifications together with the AP.

The specification of any high-tech equipment must always be prepared **in consultation with the Flemish project leaders**. Therefore, an email is sent to the coordinator in the North with copy to the financial officer with all specifications. They will contact the Flemish project leaders for approval. The purchase process can only start after confirmation from the North (email to the programme manager). All purchase requests must be submitted to the PSU for compilation. In case of purchase orders in Belgium, the order must be put through the IUC programme manager.

Note also that since bulk purchase is recommended by both VLIR-UOS and BDU, the specification of items needed by all projects must be submitted on time and compiled in the PSU before an official order is put. Any delay of submission of specification by one project will cause delay in overall purchase of programme investment items.

6.2.3. Distribution of equipment, books and journals

Once the equipment is purchased either from North or South, the programme office will send a circular to all project leaders notifying the arrival of the equipment (when delivered to the BDU store). The equipment must be signed out by the project leader or person designated by the project leaders immediately after the notification and checked whether it is functional (though technical check-up is normally made by the University system during delivery by the supplier). In case there is a problem (non-functional, incomplete, etc.) project leaders should report to the programme office in writing immediately.

Professional books should stay in the hands of the researchers. However, it should be recorded in the store, and after finishing the PhD study it shall go to the library and the library will have to code the books using its system and make it available to the staff and students for reference.

Before the withdrawal of equipment from store, however, all equipment must be labelled. BDU-IUC financial officer should be notified before the withdrawal for labelling. If the equipment is not suitable for labelling, then note must be taken by both parties.

Books, on the other hand must bear the stamp of BDU-IUC programme before they are given proper catalogue numbers in the BDU-library system.

6.3 Accounting arrangements for property and assets

- i. Project leaders shall be responsible for the care and custody of equipment and materials in their units (office, survey and field equipment, etc.) and shall maintain up-to-date inventories of all properties of the programme
- ii. Stock taking shall be done annually towards the end of September for the entire Programme and all PLs shall be responsible in facilitating the task.
- iii. Property and assets of the programme shall not be disposed at least without the recommendations of the steering committee

6.3.1 Usage and maintenance

6.3.1.1. Responsibility

The responsibility of monitoring the laboratory equipment is that of the project leader. For practical purposes, the project leaders must delegate the laboratory technician to report on daily usage of the equipment, to monitor its efficiency, damage and need of spare parts. The laboratory technician must be provided with a log book for usage by different parties, condition and any remark of the condition of the equipment. In critical cases of damage or loss, the project leader must report to the programme office for replacement or any other following action. The project leader will be monitoring the laboratories quarterly, based on the report of the laboratory technicians.

6.3.1.2 Usage of the equipment

The laboratory technician must record the usage of the equipment by any researcher belonging to IUC or by him/her self or by any third party who borrowed the equipment (with permission by the project leader) for follow-up and make sure they are returned in good condition to its proper place after use. No payments by individuals may be accepted for use of IUC equipment or chemicals.

6.3.1.3. Maintenance

There has not been any policy on the maintenance of the laboratory equipment in BDU. The BDU-IUC will make an effort to get maintenance help from the Flemish side during the first phase. Although this will continue in the future, sustainability always depends on building local capacity. Towards this end, *in situ* and overseas training for the laboratory technicians will be made from the TISP budget.

Consumables

Consumables including chemicals should be checked out by the respective project leaders. It is the responsibility of the project leaders to store it in a locked cupboard in the laboratories to ensure that they are used for planned IUC activities only.

7. THE BDU-IUC VEHICLE USAGE AND ADMINISTRATION POLICY

- As per the agreement, the BDU-IUC vehicles **will strictly be deployed for the project** activities based **on the planning and request of the project leaders**.
- All projects book their needs of vehicles through their respective project leader with the programme office (essentially with the programme manager) by filling the vehicle request and gate-pass form prepared by the programme office at least four days before the trip.
- The programme manager allocates the vehicles on first come, first serve bases. However, priorities are given for any urgent needs in any one project.
- Any movement of the IUC vehicles needs prior authorization of the programme manager. Towards that end, gate exit slip specific to the BDU-IUC vehicles is prepared (Annex 12). The exit slip includes information such as, plate number, drivers' name, who requested the vehicle, where to go, time of exit and authorization by the programme manager.
- All the vehicles park in BDU campuses, preferably in Wisdom campus, in the evening and after duty.
- If the booked field trip is cancelled for some reason the project leader is obliged to inform the programme office immediately.
- If the vehicle is required for overnight, the project leader should take responsibility by indicating in the vehicle request form.
- In case of shortage of vehicles, other University vehicles (e.g. VLIR-TEAM project) can be used for the project work. The mileage cost will then be accounted to the relevant project or University account. In the latter case the rate will be according to the IUC mileage approved by the JSCM (see section 7 below).
- Vehicle logbook to cross-check movements of cars will be used

7.1 Mileage recording and charging

Programme vehicles will be used on mileage basis. The mileage has been set at 8 Birr per km for Toyota Hilux Double Cabin Pick Up and 10 Birr per km Toyota Land Cruiser Double Cabin Pick Up by the JSCM and LSC: fuel, salary and per diem of driver are included. In a later stage this amount can be adjusted based on real figures. It is decided to use a separate ledger for the mileage fund.

- The drivers and the project leaders use the mileage recording format (produced by the PSU). This mileage recording sheet includes, the name of project, date of vehicle use, person using the vehicle, field work place travelled, starting and ending mileage and signature of the driver and the project member/leader. (annex 4)
- Finally, this form is approved by the project leader and mileage allowance (8 or 10 Birr/km) is deducted from the project budget with the consent of the project leader and authorization of the programme manager.
- The amount is then charged from each project budget and transferred to a revolving fund account (the Local administration). This will be made by the programme accountant.
- The accountant will have to report the charged mileage cost from each project to the PSU monthly and to the project leaders quarterly-during the steering committee meeting.

- The money collected from each project based on the mileage usage :
 - Covers the fuel and lubricants of the vehicles
 - Insurance of the drivers and travellers in the car
 - Maintenance of the vehicles
 - Fuel and maintenance of vehicles
 - Spare parts of the vehicles
 - Tyres of vehicles
 - Per diem and salary of drivers

7.2. Photocopying charges and reporting

- A photocopying log sheet is prepared and positioned in the programme office. Photocopying of relevant project document will be made up on the endorsement of the each project leader (request form will be made available (Annex 7)).
- Photocopying costs will be 0.35 birr per page (Annex 7)
- Log sheet will be given to all the project leaders and at the end of each month the amount of pages photocopied by each project multiplied by 0.35 birr will be charged from each project budget and transferred to the revolving fund account of the programme.
- The accountant will have to report that to programme office and the project leaders.

8. COMMUNICATION

It is anticipated that there will be a regular consultation between the Programme Coordinator and Programme Manager, at least once a week or as required to monitor progress of activities. For all administrative and financial communications between Belgium and BDU with regards to the BDU-IUC programme, the Programme manager will be a focal point.

All other communications at project level can directly be done between project leaders/partners. Planning of trips, missions and study tours by project leaders and team members should, however, be done in consultation with Programme manager and Programme coordinator.

9. PROJECT ACTIVITY REPORTING

- 9.1. Every project leader is expected to submit an activity report to the programme manager quarterly (according to report submission date). A reporting format will be established and dispatched to each project leader. The reporting format will include:
 - Planned activities in AP(x), where x stands for the budget year
 - What was done according to the plan and the result –measured by indicators
 - What was not done according to the plan (deviation from the plan)?
 - What measures need to be taken to complete the plan in the remaining time?
 - Situation of equipment ordering
 - How much money is spent in the quarterly activity (by budget line)? How much money is left? This information can be retrieved from programme accountant and Manager
 - Recommended measures to be taken?
 - Problems encountered and possible solutions
- 9.2. Each project leader should prepare a power point presentation following the reporting format and present it during the quarterly steering committee meeting held mainly to monitor progress of projects.
- 9.3. Project leaders are obliged to send copies to the respective faculties and departments to enhance programme ownership
- 9.4. The programme manager will then compile a quarterly report at programme level and submit it to the programme coordinator and to the office of Vice-President for Research and Community Services.
- 9.5. Although technical and financial reports of the programme are needed quarterly, for follow-up purposes, monthly financial reports and Model 1D records shall be compiled and exchanged between the North and South partners (PM and ICOS) 10 days after the end of each month.

10. SCHOLARSHIP SELECTION POLICY

10.1 Introduction

This policy has been elaborated upon based on:

- requirements of VLIR-UOS management regarding cooperation in scholar selection
- requirements of Bahir Dar University, regarding candidate selection
- experiences of other IUCs in Ethiopia (MU & JU)

10.2 Rationale

- BDU IUC is not a funding programme, nor a technical assistance programme but a framework that facilitates the implementation of a mutually agreed partner programme aimed at interdisciplinary and socially relevant research as well as institutional capacity building at Bahir Dar University
- As with other project inputs (equipment, etc.) mutual consultation and negotiation among project leaders is expected
- Elements to be considered in the framework of a project approach
 - Open calls
 - Review of candidatures by concerned project leaders and members using agreed set of criteria, which have to be developed by PCs, PLs, etc and endorsed by BDU's top management, (e.g. academic criteria, topic relevance, etc.).
 - Following project level consensus, programme level and institutional review in South and North
 - In case of difference of opinions, mediation by coordinators

10.3 Implementation

- The selection procedure has to start timely, due to administrative rules in the host universities:
 - KU Leuven: indicatively 5 months after the final decision the student can start (due to the fact that at the moment the IUC-form is sent, the student needs to be already officially accepted at KU Leuven as a PhD student).
 - UA and UGent: 3 months after the final decision the student can start (due to the fact that sending the IUC-form and the acceptance as a PhD student can be done in parallel).
- The BDU IUC PM launches an open call directed to members of the BDU IUC teams and staff of the 22 member Departments, who correspond at least to the minimal selection criteria of Bahir Dar University
- Applications to be submitted to the respective BDU IUC project and for that involved members shall participate in the selection
- Only good candidates will be selected: international master, TOEFL or publications in international journals will be required when submitting an application.
- The project selects relevant candidates

- The selection committee will include all South project members (except potential candidates for the PhD position), as well as the executive director for academic affairs of BDU and the South promoter(s)
- The relevance of the candidate's background will be first checked
- The committee may wish to interview the candidates
- The candidates may be ranked based on an open discussion in the selection committee meeting
- The committee may also use the form approved by the local steering committee (see annex 16); in that case the candidates who have passed the threshold of 50 %, are considered as preselected by the local team –they will be shortlisted
- The Ethiopian project leader discusses with the Flemish project leader about the endorsement of the shortlisted candidates, using criteria of performance for the project, academic credentials and relevance of previous studies. The potential promoters take part in these discussions. The programme coordinators in North and South are also informed. The Flemish promoter is informed about the shortlist and the Flemish promoter(s) can browse through all the documents and interview the candidates (using Skype or going on site) and make the final selection. A report of this endorsement procedure will be added to the file. A clear ranking is established whereby the first ranked is selected and further ranking is only for sake of having a candidate at hand when somebody withdraws after being selected
- The programme manager sends the name and file of the selected candidate to the Executive Director for Academic Affairs for the record
- The candidate's file is then submitted to the PhD committee (or MSc programme coordinator) of the University / Faculty in Belgium, for academic acceptance conditions

10.4 Recycling Scholarship

- Project leaders should attach minutes confirming that the candidate has been selected based on the agreement of the project members.
- IUC-Form should be filled and submitted to the PSU three months before the trip
- Project leaders should confirm that the trip has been planned and budgeted

11. LOCAL SCHOLARSHIP PAYMENT POLICY

11.1 Introduction

According to multi-annual agreement of the BDU-IUC programme, the Ph.D. scholarships will be sandwich scholarships where a candidate visits a Flemish or other university to attend necessary courses, laboratory analysis and thesis writing. In most cases, the researcher/student stays in BDU collecting field data in the project area, and carrying out analyses and write-up. Hence it is found important to have a policy that governs the payment of the scholarship holder abroad and in BDU, work load of the student/scholarship holder during his/her stay in BDU for the period of the scholarship.

Following Ethiopian Government rules, BDU pays half salary up to four years for PhD student/candidate during his/her study leave (see annex 11 for the required permission) abroad for subsistence of his/her family or dependents. Upon return, the student shall be reinstated to full staff salary with appropriate scale. Taking this into account; BDU will follow the following regulations for the local scholarship payments related to IUC programme.

11.2. M.Sc. Students

According to the new direction of the Ethiopian Government, all MSc fellowships will be funded by government, except research allowance. Consequently, BDU-IUC pays only per diem for fieldwork.

11.3 PhD students:

Ph.D. students will normally be studying at Flemish universities; hence the same rule applies for all.

1. When abroad, s/he will receive half of local salary up to four years. While abroad, s/he will also receive the standard stipend from the IUC budget.
2. He/she will be automatically re-instated when coming back to BDU for research and shall be receiving the full local salary.

S/he will be given reduced workload (preferentially no, but maximum of 3 credit hours/semester) and will not be given administrative load for the duration of their PhD study. After de-loading, the PhD student cannot take up additional lecturing and receive additional salary for it.

12. IUC PUBLICATION AND AUTHORSHIP POLICY

12.1 Introduction

The best way to evaluate whether a research project is really producing high level scientific output is to consider the publications it has realised. Publishing reflects the level and intensity of research in an academic institution or in a research programme.

We want to develop a publishing culture, where all research findings are made available to the scientific community and to the end users. We also want to encourage our researchers not to be overawed by the status of top journals and really opt for high-ranking journals.

This document is prepared with the intention of

- creating a publication strategy involving working papers and publication in international journals,
- provision of standards and guidelines for the publication of research findings,
- drawing attention on ethics in publishing,
- a balanced authorship policy.

12.2 Publication strategy

a. Introduction

Various researches are to be carried out under the BDU IUC programme. To develop a publication culture, it is suggested to follow a diversified publication strategy, including

- preparation of papers for presentation at international congress or workshop
- preparation of articles for international journals

Under publications, we understand peer-reviewed scientific documents that are made widely available to the scientific community (or to the end users, in case of extension bulletins). In this context, a publication must be considered of standard if passed through peer-review of its merit (originality, contribution to the growing science in the field, contribution to the community addressing issues to be used as a stepping stone for development, prepared according to the required standard etc.). The peer-reviewing can be an internal process (in case of conference presentation or policy briefs) or an external process (in case of journals or congress proceedings).

b. Articles for journals

Articles for journals are a presentation of findings in a research activity following problem identification, design of methodology, experimenting, data collection and reporting through standard procedures. It is a report of breakthrough/finding that needs to be examined and reviewed by international reviewers. The articles may be prepared for local/national journals but preferentially for International Journals.

i. International journals

Once good output level has been obtained, we must consider going for publication in international journals. This is the ultimate place where the quality of the realised work is assessed. For being

allowed to present a PhD defence, generally a certain number of publications in international journals are requested. On a CV for an academic position, one paper in an international journal weighs more than five papers in local journals or congress proceedings. Obviously, publications in so-called 'predator journals' should be avoided at all price, since it can even have a negative impact on a CV (even as co-author). Web of Science or Scopus should be used in order to select high-ranking journals. Journals that are not in these lists are not considered as 'International Journals', even if they bear these words in their title.

ii. Local journals and congress proceedings

As a matter of principle, papers which reach a standard for international peer-reviewed journals should be published there. In the other case, we may consider to publish in local journals or file a paper under the proceedings of a congress. A publication in congress proceedings (unlike local journals), can be a first step towards a high level publication. Sometimes, proceedings of congresses are published in international journals.

c. Publishing in journals

1. Paper preparation

Papers must be prepared according to guidelines for authors belonging to that particular journal. Aims and scope of a journal (generally presented on the inside cover, and on the journal's website) must be used to select the appropriate journal to which a given paper will be presented.

2. Submission and follow-up

Paper is prepared by the main author, and given for upgrading (and sometimes for writing of full sections) to the co-authors. Submission and follow up of the review and publishing process is generally done by the first author.

d. Extension publications

Once results and conclusions of a certain research are known (i.e. when the findings are organised in such a way that they can go for publication as a WP), recommendations towards the end-users should be formulated. We will work towards the preparation of extension publications. TISP will assist in this. We have to take into account that (a) extension manuals might be prepared in English or Amharic, according to the target public, and (b) BDU-IUC can fund the preparation of these manuals, including a draft version for discussion, in as much as they are based on findings of the programme.

e. Ethics in publishing

Basic rules of ethics in publishing shall be followed. These include, among others,

- any demonstration built on collected information should be properly acknowledged
- data, figures and tables contained in MSc and PhD theses can only be used with the consent of the thesis' promoter
- commonly use of such data involves an agreement that both teams involve in co-authorship
- no "cut & paste", or unacknowledged paraphrasing

12.3 Authorship policy of journals

"Would my work be there if his or her input had not been there"

12.3.1 Importance

Authorship is important, both for the academic career of the researchers, as for the evaluation of the project. Hence it is important that (1) authorship policy rules be defined from the onset, and (2) at an early stage consensus is reached among researchers about (co-)authorship of publication(s) resulting from a particular research.

12.3.2 First author

The first author should be the person who has carried most weight of the research, starting from proposal writing, through research protocol elaboration, work planning, field measurements and observations, data analysis and finally write up. Some examples: papers using data obtained in an MSc thesis will be first authored by the MSc graduate if this person is active in writing and submitting the paper. If the paper is prepared by another scientist or a PhD student, this person will be first author.

12.3.3 Co-authors

Co-authors are those scientists who did a significant contribution to the research, in terms of research protocol elaboration, work planning, field measurements and observations, data analysis, write up, or having a key-role is getting the project financed. Generally various BDU-IUC members, both from Bahir Dar and Flemish sides will be co-authors. This has been a policy throughout the previous VLIR-UOS projects with good results, because the implications are that (1) capacity of doing research in team is demonstrated, and (2) good impact on the publication record of all participating scientists. Programme coordinators and the respective project leaders will be co-authors in the upcoming publications by PhD and MSc students sponsored by BDU-IUC.

We would like to remind here that in terms of international academic evaluation of scientists, there is no difference between being a 'Single Author' or a 'First Author', and the weight of being a co-author does not depend on the fact whether there are two or more co-authors.

12.3.4 Interdisciplinary

Real interdisciplinary research can be recognised from the fact that scientists from different disciplines, in our case from the different teams, publish joint interdisciplinary papers. Failing to deliver, 'co-authored joint papers' will be negatively evaluated.

12.3.5. Decisions

In case of disagreement on co-authorship or order of co-authors, the BDU IUC coordinators and management team will act as jury.

12.3.6 Awarding

It is understood that publication is an award of a scientist carrying out research through which his career ladder is established. However, it is suggested that the development of a publication culture in BDU, involves appreciation by the programme for the publication of scientific output.

12.3.7 Documents consulted

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Sinet – Ethiopian Journal of Science – Instructions to authors, 2003.



BDU-IUC Form-1

ADVANCE PAYMENT REQUISITION FORM

1. Name of Researcher -----

2. Project -----**Project Code**-----

3. Purpose of travel: (Please specify in brief your planned objectives to achieve in this particular field trip)

4. Proposed duration of stay in the field : from-----to -----

5. Expense: (please specify planned total expenditure in words) -----

6. Breakdown of expenditures:

6.1 Per-diem

No. of experts -----No. of days----- s. total -----

6.2 Salary Guards

No. of guards-----Rate/ month-----s. total-----

6.3 Daily labourers

No. of labourers -----Rate/ day-----s. total-----

6.4 Other expenses ----- s. total-----

7. Applicants name -----

8. Signature and date -----

Authorization:

Please pay the requested advance from _____ project's account to the applicant for which he/she will produce receipts/evidence of expenditure up on return.

Approved by (Project leader): _____ Sign. & date. _____

Authorized by: _____ title _____ Sign. & date. _____

Finance Head Signature and date: _____



BDU-IUC Form-3

OPERATIONAL COSTS (PURCHASES) SETTLEMENT APPLICATION FORM

Applicant's name _____ Project name _____

Project code _____ Purpose of travel: _____

Advance payment received for operational costs:----- (Birr)

Expenditure:

I paid for the following items (listed in the table) during my trip from the **advance payment/ my own pocket** (underline as appropriate) and request the settlement according to the Receipts (please attach).

No.	Item	Unit of Account	Qty	Unit price	Total (Birr)	No	Item	Unit of Account	Qty	Unit price	Total (Birr)
Sub Total		Grand Total									

Amount in words: _____

Applicant's signature and date _____

Approval (by Project leader):

The expenses listed in the above table are relevant to the -----project activities. Therefore, please settle according to the evidence produced by the applicant.

Signature & date _____

Authorized by _____ Title _____ Sign. & date. _____

Admin. And Finance head's comment _____

Sign.& date: _____

For financial officers use only:

Actual amount spent: -----(Birr), In word-----

Less advance payment: _____

Balance: Due to Project: _____

Due to Applicant _____

Accountant: _____ Sign. Date. _____



BDU-IUC Form-4

MILEAGE RECORDING FORM FOR LOCAL AND FIELD ACTIVITIES

Project Name: _____

Plate No. _____.

Field Place	Date	Departure time	Return time	Starting Mileage (KM)	Return Mileage (KM)	Difference (used) (KM)	Name & Signature of Driver	Name & Signature of the User
Total Mileage Used								

Approved By PL _____
 Authorized By P.Manager _____

Signature and Date _____
 Signature and Date _____



BDU-IUC Form-5

BUDGET TRANSFER ORDER SHEET

Date: _____
Ref. No.: _____

To: BDU-IUC Programme Manager

Project _____ Name of Project Leader _____ Project Code No. _____

Subject: Budget Transfer

Please transfer _____ (Birr)

- a) Birr from budget Line _____ to _____ Budget line
- b) Birr from budget Line _____ to _____ Budget line
- c) Birr from budget Line _____ to _____ Budget line

Reason for the budget transfer:

Cc.

BDU-IUC Programme Coordinator



BDU-IUC Form-6

MILEAGE CHARGE SHEET

Date: _____
Ref. No.: _____

To: _____

From: _____ Project Code No. _____

Subject: Budget Transfer

Please charge _____ project for the following services and transfer the stated sum to the revolving fund account of the BDU-IUC Programme.

Vehicle plate no.: _____

Total mileage (km): _____ (attach mileage record sheet)

Charge/km (8 or 10 birr/km)

Total charge: _____

In words _____

Project leader: _____ Signature: _____

Cc.

_____ Project

BDU-IUC PSU
Bahir Dar University



Annex 7

BDU-IUC Form-7

PHOTOCOPY CHARGE SHEET

Date: _____
Ref. No.: _____

To: _____

From: _____ Project Code No. _____

Subject: Budget Transfer

Please charge _____ project for the following services and transfer the stated sum to the revolving fund account of the BDU-IUC Programme.

Photocopying service charge:

No. pages photocopied: _____ (attached photocopy log sheet)

Charge per page (0.35 birr)

Total charge: _____ (birr)

Grand total _____ (birr)

In words _____

Project leader: _____ Signature: _____

Cc.

_____ Project
BDU-IUC Programme Office
Bahir Dar University



BDU-IUC Form 11

Study/training/short visit leave of absence permission form

Form-1

Please fill in this form before requesting for travel authorization and advance payments related to travelling;

1. Applicants' Name name: _____
2. College/Faculty: Department: _____
3. IUC Project involved: _____
4. Travelling to: _____
5. Duration: from _____ to _____
6. Purpose of travelling abroad/Within Ethiopia:
7. Applicant's Signature: _____ Date; _____
8. Approval of Project leader: Name _____

9. Approval of Department Head/Immediate Supervisor Name: _____ Signature

10. Approval of College/Faculty Dean _____
11. Comments by PSU



BDU-IUC Form 12

VEHICLE REQUEST AND GATE PASS FORM

Vehicle Request Form

Project Name: _____

Destination: _____

Departure Date: _____

Vehicle Request for (No. Of days): _____

Approved by: (PL) _____

Name Sig.

Note: I want to keep the car with the driver over night

yes No

VEHICLE REQUEST AND GATE PASS FORM

Vehicle Request Form

Project Name: _____

Destination: _____

Departure Date: _____

Vehicle Request for (No. Of days): _____

Approved by: (PL) _____

Name Sig.

Note: I want to keep the car with the driver over night

yes No

VEHICLE REQUEST AND GATE PASS FORM

Vehicle Request Form

Project Name: _____

Destination: _____

Departure Date: _____

Vehicle Request for (No. Of days): _____

Approved by: (PL) _____

Name Sig.

Note: I want to keep the car with the driver over night

yes No



BDU-IUC Form 13

CLEARANCE FORM

1. Name: _____

2. I.D. No.: _____

3. Project Name: _____

4. Applicant has not withdrawn IUC property in his name:

Approval of Project Leader: _____ Signature _____ Date: _____

4.1 Applicant has not taken advances from IUC in his name:

Approval of Project Leader: _____ Signature _____ Date: _____

5. Approval of BDU-IUC PSU: _____ Signature _____ Date: _____

**BDU-IUC Form 14
IUC-FORM**

IUS-Formulier/ IUC Form

I. IUC programme

IUC Partner University:	Bahir Dar University
Project title/n° within IUC Programme:	
Flemish Project Leader:	
Flemish Promoter of the scholar:	

II. Flemish co-ordinating university (CU)

Flemish Co-ordinator CU:	Prof. Dr. Jan Nyssen, Ghent University
Phone Co-ordinator CU:	0032 9 264 46 23
Fax Co-ordinator CU:	0032 9 264 49 85
E-mail Co-ordinator CU:	Jan.nyssen@ugent.be
Desk officer CU:	Ms. Valerie Henrist
Phone Desk officer CU:	0032 9 264 95 03
Fax Desk officer CU:	0032 9 264 35 83
E-mail Desk Officer CU:	Valerie.henrist@ugent.be

III. Host University (HU) in Belgium

Supervisor HU:	
Phone Supervisor HU:	
Fax Supervisor HU:	
E-mail Supervisor HU:	
Desk officer HU:	
Phone Desk officer HU:	
Fax Desk officer HU:	
E-mail Desk officer HU:	

IV. Visitor

Last name:		Date of Birth:	
First name:		Place of Birth:	
Nationality:		Gender:	
Civil status:		Number of Children:	
Address in home country:			
Phone:			
Fax:			
E-mail:			

V. Programme Details

Type of stay in Belgium:	<input type="checkbox"/> Visit (max. 3 weeks) <input type="checkbox"/> Scholarship stay: <input type="checkbox"/> ITP
--------------------------	---

		<input type="checkbox"/> M.Sc. <input type="checkbox"/> Recycling Scholarship <input type="checkbox"/> Ph. D.
Please list the expected outputs of the proposed visit as agreed upon with the project leader/supervisor:		
Exact period of stay in Belgium:	From:	
	To:	



IUC-FORM 15

Invoice for purchase of materials or services from suppliers have no official receipts

S. No	Description	Unit Measure	Quantity	Unit Price	Total Price	Remark
Total						

Amount in words _____

Received by

Paid by

Approved by

Name _____ Name _____ Name _____
 Sign. _____ Sign. _____ Sign. _____
 Date _____ Date _____ Date _____

Address: Woreda: _____
 Kebele: _____

Remark _____



SELECTION OF CANDIDATE FOR SCHOLARSHIP

Evaluation form for eligibility

The committee may decide to use this form to assist in selecting candidates. However, this can also be done through open discussion in the committee, in which case this form can be disregarded.

Before carrying out the evaluation, please consider the following points:

- Consider the scientific match of the candidates: do they have a relevant background suitable to the proposed research and study topics?
- The quorum should be reached. More than 50 % of the selection committee should be present
- A separate form for each candidate

Team: _____

Name of candidate: _____

Evaluation based on CV and other documents		Score
Teaching & student/ staff evaluation	20	
Service year	10	
Publication*	25	
BSc relevance	10	
MSc relevance	10	
BSc study result	25	
MSc study result	20	
Evaluation based on interview		
Subject knowledge	10	
Field experience	10	
Communication skills	10	
TOTAL	150	

*Higher weight should be given to publications in SCI journals; “predator journals” should be disregarded

A candidate for long term scholarship must obtain at least 100/150 to be considered eligible



IUC –Form 17

EQUIPMENT MONITORING SHEET

Annual Office, research and Laboratory Equipment status monitoring sheet

Project: -----, Location of the Instrument/s: -----,

No.	Type of Equipment	Year of Purchase (AP.....)	Price	Label No.	Signed out by	Attended by (Laboratory Technician)	Condition when received	Condition at present (at date of Inventory)	Status of usage, damage, spare parts etc

Inspected by: _____
 Date: _____

Note: Please give any detailed description (if needed on separate paper) of the status of any instrument.



BDU-IUC CONTRACT AGREEMENT

1. Project _____

2. Purpose and content of agreement _____

3. Period of agreement:

I hereby confirm to execute the above mentioned task genuinely and in line to the indicated quality parameters indicated in the content of agreement. The agreement includes the period _____ to _____ months

4. Mode of payment:

_____ Birr/ month or _____ birr advance and _____ Birr upon completion of the task

5. Agreement offered by

Agreed by

- 1. Name _____
- 2. Signature _____
- 3. Date _____

- 1. Name _____
- 2. Signature _____
- 3. Date _____

6. Witnesses

	<u>Name</u>	<u>Signature</u>	<u>Date</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____

7. Agreement approved by BDU-IUC programme office:

Name _____
Signature _____
Date _____

8. Agreement authorized by:

Name _____
Signature _____
Date _____