

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

### MANAGEMENT ACTION PLAN:

Special Examination Report, Office of the Auditor General of Canada - 2016

Recommendation	Management Response	Action(s) to be taken	Accountability	Estimated Completion Date
The International Development Research Centre should continue to engage with the Minister of International Development and La Francophonie on the need for sufficient and timely appointments to the Board of Governors, continue to provide the Minister with profiles of potential candidates, and reinforce the need for staggered terms of office.	Agreed. Management looks forward to working with the Minister of International Development and La Francophonie, in a manner that is consistent with the new process established by the government for the appointment of Governor in Council candidates. This will ensure that the issue is resolved as rapidly as possible.	Work with the Minister of International Development and La Francophonie to implement the new process for Governor in Council appointments.	President Corporate Secretary and General Counsel	Completed: June 2016
The International Development Research Centre should put in place a systematic approach to integrate its strategic direction, risk management, and performance measurement and reporting with its project planning and monitoring. It should ensure coordination	Agreed. All research projects supported by the International Development Research Centre must speak to one or more of the Centre's strategic objectives, as mandated by existing Centre systems and processes. Failing this, the projects are not funded. Every project and program must be aligned with the Centre's strategic direction. In 2015, management developed program area and program implementation plans, all of which embedded the Centre's strategic plan objectives and strategic directions. Program area implementation plans were approved by the	Alignment of all new research projects to one or more of the Centre's Strategic Objectives  Development of Program Area Implementation Plans aligned with IDRC's strategic objectives, approved by the Board of Governors.	Vice-President, Programs and Partnerships  Vice-President, Programs and Partnerships	Ongoing implementation: starting 2015  Completed: March 2015

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and communication of these corporate-level activities throughout the Centre.	Centre's Board of Governors in 2015. Detailed program implementation plans will be reviewed and approved by management before September 2016.	Development of Program Implementation Plans, approved by IDRC management.	Vice-President, Programs and Partnerships	Completed: September 2016
	The coordination and reporting of program intentions and results against strategic objectives can be improved. To this end, management developed new Centre processes and systems in 2015, the reporting on which is incorporated in the Centre's Annual Performance Report. Risk assessment and management are essential features of project development and implementation. Such project risk assessment systems, processes, and controls, alongside related program, partnership, and cost-centre risk assessment and management systems and controls, are fully considered by and incorporated in the annual Corporate Risk Profile exercise.	Development of new performance management and monitoring processes and systems.	Vice-President, Programs and Partnerships	Completed: March 2016
	In 2015, an assessment was conducted on the Centre's integrated risk management program. This assessment recognized many good risk management practices, but it also identified areas for improvement. As a result, management drafted an action plan, which was presented to the Finance and Audit Committee of the Board of Governors in February 2016, with the goal of improving the integration of risk management practices. This work is currently under way and expected to be completed by the end of 2018.	Implementation of a two-year action plan to improve the Centre's integrated risk management practices.	Vice-President, Corporate Strategy and Communications	Estimated completion: 2018

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<p>The International Development Research Centre should establish a systematic approach to assessing risks associated with parallel partnerships prior to entering into the agreement.</p>	<p>Agreed. Recognizing the complexities of parallel-funding arrangements with new private-sector partners, International Development Research Centre management created last year a working group to study the issue. The objective of the working group is to understand comparators' approaches to assessing and managing parallel funding; develop more actionable definitions of parallel funding; and adapt the Centre's existing and tested co-funding partnership risk assessment and authorization systems, processes and controls, to the complexities of parallel funding. This work is under way and expected to be completed by the end of September 2016.</p>	<p>Implementation of risk assessment and authorization systems, processes and controls adapted to parallel funding.</p>	<p>Vice-President, Programs and Partnerships</p>	<p>Completed: September 30, 2016</p>