International Islamic University, Islamabad

Policy Guidelines / Standard Operating Procedures

for Research Grants Projects Awarded by National / International Funding/Donor Agencies

Prescribed by:

Office of Research, Innovation & Commercialization (ORIC)

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LIST OF ACRONYMS

PI	**Principal Investigator**
CoPI	**Co-Principal Investigator**
SOP	**Standard Operating Procedure**
TOR	**Terms of Reference**
IIUI	**International Islamic University, Islamabad**
ORIC	**Office of Research, Innovation & Commercialization**
HEC	**Higher Education Commission, Islamabad**
NRPU	**National Research Program for Universities**
TTS	**Tenure Track System**
USAID	**US Agency for International Development**
HR	**Human Resource**

POLICY GUIDELINES & STANDARD OPERATING PROCEDURES FOR RESEARCH GRANT PROJECTS AWARDED BY NATIONAL/INTERNATIONAL FUNDING/DONOR AGENCIES

Brief about ORIC:

Office of Research, Innovation & Commercialization (ORIC) is established at the International Islamic University, Islamabad (IIUI) in 2010 with the approval of B.O.G in its 63rd meeting apropos guidelines of the Higher Education Commission (HEC), Islamabad for all Universities/DAIs of Pakistan to establish "Offices of Research, Innovation & Commercialization (ORIC)".The ORIC at IIUI strives to promote teaching and research in emerging areas in Humanities, Social Sciences, Languages, Literature, basic & Applied Sciences, Engineering & Technology etc.

The Higher Education Commission has its aim to develop and sustain a dynamic and internationally competitive research sector in Pakistan that makes a major contribution to economic prosperity, national wellbeing and the expansion and dissemination of knowledge. Promotion of Research is one of the core strategic aims of HEC. Through the program and initiatives launched by HEC for strengthening research and the process of knowledge creation, the quality and research output emanating from the universities and institutes in the country have shown tremendous improvements.

As Pakistan has been acknowledged as rising star in a number of research disciplines in terms of percentage increase in internationally cited research publications, yet, this is no more than an end of a beginning and we need not only to sustain and improve this trend but also contemplate on questions of relevance and economic, social and academic impact of the research. In pursuit of this end, we should have start working to organize the research activities for the university ensuring availability of well-established and fully functional ORIC (Office of Research, Innovation and Commercialization). The ORIC will provide strategic and operational support to the University's research activities/program, and will have a central role in facilitating the University Industry linkages for commercialization of the research.

At IIUI, Office of Research, Innovation & Commercialization (ORIC) provides end to end services for all matters pertaining to research & development, innovation, Inventions, commercialization, patents, collaborations, arranging seminars/ colloquia/ symposium/ conferences/ workshops, etc. and/or research publication honorarium. By and large, the Office of Research, Innovation & Commercialization (ORIC) is focal point for all research related activities of the University. ORIC facilitates the University researchers (faculty members and scholars) to promote their research work both nationally and internationally. To this effect, this office has facilitated number of researchers to present their research papers in international conferences, hold seminars/conferences/workshops etc. as well as with the

submission and approval of different research & development projects both nationally and internationally.

POLICY GUIDE LINES / STANDARD OPERATING PROCEDURES (SOPS)

Project Initiation: (Procedure of Application Submission and General Process)

1. ORIC, IIUI in association with the Faculty Member/Principal Investigator (P.I) would identify the areas of research and opportunities for potential grant or funding.

2. Faculty Member/Principal Investigator (P.I) shall develop a proposal according to the requirements and prescribed forms of the concerned funding agency.

3. All correspondence between the Faculty Member/Principal Investigator (P.I) and the funding agency must be routed through ORIC.

4. All the research proposals to HEC and other funding agencies etc. must be processed through ORIC. ORIC will assess if the proposed project is under submission to the funding agency.

5. Submission of research proposals must be relevant to Pakistan's Socio-Economic needs, to be achieved from the forum of IIUI.

6. Faculty Members of the university shall submit their complete Project Proposals on the prescribed application Performa (if any) set by the funding agency to ORIC through proper channel for onward submission to concerned funding agency. ORIC shall be responsible for provision of all prescribed application Performa (if any) for research funding on university web site.

   a. Under National Research Program for Universities (NRPU) of HEC, Faculty Members & Researchers holding full time position can apply. Faculty members on TTS/ Foreign Professor/ Eminent Scholar/Eminent Researcher can also apply under this program.

7. All research proposals shall be submitted to ORIC well before the deadline set by the funding/donor agency for completion of codal formalities. In case of any delay in submission, the ORIC shall not be responsible and proposals shall be turned down. Proposals completed in all respect shall only be considered for processing for the endorsement of President/Rector of the University.

a. Final draft of the proposal, including all attachments and the required forms, must be signed by the P.I and counter signed by the concerned dean, and then submitted to ORIC, prior to funding agency's deadline.(at-least 15 days before)

8. The ORIC shall scrutinize the project proposal in the light of guidelines/procedures be specified by the concerned funding agency. If the project proposal is found complete in all respect, the same shall be sent to the University authorities (concerned) for approval and further necessary action. After approval of the project proposal from University authorities (concerned), the same shall be sent to concerned funding agency after completion of codal formalities. ORIC shall be responsible to send a copy of forwarding letter to all concerned quarter (those who are relevant). In case, the university authorities regret the project proposal/application, all concerned shall be intimated and case shall be treated as closed.

9. P.I of the Project under NRPU of HEC shall certify the followings;

   i. Certified that the P.I is a full time Faculty Member/Foreign Professor/ Eminent Scholar/Eminent Researcher of the University / Degree awarding institutes.
   ii. Certified that the equipment(s) demanded for the subject project is / are not available in the University / Institute.
   iii. Certified that the project under reference has not been submitted to any other funding agency including HEC.
   iv. Certified that No portion of the project has been funded by any other funding agency including HEC in the past.
   v. Certified that the subject project is genuinely novel and that there is no plagiarized material including self-plagiarism

10. Once the research proposal is received by funding/donor agency, they shall process according to their rules and regulations. In case of National Research Program for Universities (NRPU) of HEC, the project proposal shall be sent for peer review process, which may take 4 to 5 months' time period. During this time period, ORIC shall be responsible to get the updates on project proposal.

11. The Principal Investigator(P.I) and Co-Principal Investigator(Co-PI) of Project shall be responsible to make sure that all communication(written & oral)should be processed/shared through ORIC OR by keeping ORIC updated while communicating with funding/donor agency related to submitted project.

    a. All replies/answers of queries/observations raised by the reviewers during peer review process shall be processed through ORIC.

12. P.I & CO-PI are required to provide necessary documents to ORIC as and when required by the funding agency within the deadline period. In case of failure, ORIC shall not be responsible for rejection of application(s).

13. In case of project under NRPU of HEC, once the project is recommended by the reviewers, the HEC shall send an approval letter in which Principal Investigator (P.I) maybe requested to submit a legal agreement between University & HEC on Non Judicial paper (as per template attached with award letter) duly signed by the head of institution/university. The P.I shall submit the agreement on Non Judicial paper of Rs. 100/- to ORIC for endorsement of the President/Rector, IIUI. After endorsement, the same shall be sent to HEC for release of funds allocated as 1st installment under project. If the project is not recommended by the reviewers, the HEC shall intimate the P.I and the case file in ORIC will be treated as closed.

   a. In case of any other funding agency, all applicable rules and procedures shall be followed accordingly.

Project Financial Management: (Release of Funds & Opening/Operating of Project Account)

1. Approved funds under NRPU project shall be released in 2 to 3 installments. 1st installment of approved funds shall be released within 2 to 3 weeks after submission of legal agreement. In case of international funding agency, it may take more time. However, all funds shall be released by HEC or any other funding/donor agency in favor of the President, IIUI being the Principal Accounting Officer of the University for onwards disbursement in favor of P.I of the Project.

   a. In some cases, funds are released in favor of P.I. In such a case, the P.I. is required to report/intimate ORIC immediately for further necessary action and completion of codal formalities. Under no circumstances, funds received for any type of research grant cannot be operated through personal bank account. In case of volition, legal action may be initiated against the defaulters according to university rules.

   b. Finance section, IIU shall send a copy of Funds Release Letter along with copy of cheque to ORIC, IIU for file record, reference and for future correspondence with funding agency.

   c. Quarterly and annual financial statement of the project account shall be shared with ORIC and placed in the case file in ORIC for monitoring, reporting and record.

2. After receiving of funds in the university, P.I shall initiate a request to ORIC for opening of joint project account to be opened in the concerned bank and to be operated by P.I and one nominee from Finance Section of the university.

a. In case of international funding/donor agency, if funds are released in foreign currency, a separate foreign currency joint account shall be opened in the concerned bank which will be operated by P.I and one nominee from Finance Section of the university.

b. P.I shall submit the foreign currency conversion receipt to ORIC for placement in case file and the same shall be shared with Finance Section of the University for record and audit purposes.

3. 15% indirect overhead cost of each project under NRPU of HEC and USAID Projects (Pak-US Joint Academic Research Grant program) shall be utilized for ORIC operational expenses only (to meet the office support, utilities etc) as per HEC policy for ORICs (as per award letter of the project). In this regard, a separate bank account shall be opened in the concerned bank to be operated by Director (ORIC) or his nominee and Director (Finance), IIU or his nominee.

4. Under NRPU of HEC an amount of Rs. 10,000/- has been fixed as "Audit Fee" and "Finance Fee" respectively. However, in case of any other funding agency, 02% indirect overhead cost of each project shall be utilized for audit and account fee. (As per project award letter).

5. All expenditures on account of Overhead Costs and Project Costs shall be made within the limit of budget heads and no re-appropriation shall be allowed without getting prior approval of the concerned funding agency. (Policy of re-appropriation varies from funding agency to funding agency).

6. Financial audits of the project shall be conducted by "A" category firms as listed by Federal Board of Revenue (FBR) on annual basis or as per audit policy of the University.

7. On completion of each phase of the project, funds utilization report duly signed by the President, IIUI ,P.I and university auditor shall be submitted to ORIC for onwards submission to concerned funding agency.

8. In case of delay in release of funds(2nd& 3rd Installment), finance section of IIUI shall make sure the availability of funds and release an advance (adjustable) from research fund/or any other budget head of IIUI in lieu of 2nd& 3rd Installment, so that ongoing project activities should neither be hampered nor stopped.

9. After completion of HEC sponsored project, balance amount if any, shall be reimbursed to HEC. However, in case of any other funding agency, prior approval from concerned funding agency shall be obtained for utilization of balance funds in the same project to enhance the project scope, or compensate for the inflationary premium.

10. Honorarium and stipends if any shall be released according to guide lines provided by the concerned funding agency.

11. Salaries of the project staff shall be made from the respective budget head of the project and no re-appropriation shall be allowed. Annul increments in the salaries (if any) shall be made according to provision of funds from funding agency in the project budget.

12. In case of delay in Project completion, salaries of the project staff shall be made subject to availability of funds in the budget head. No internal re-appropriation shall be allowed without getting prior approval from funding agency.

13. In case of travelling for getting samples/gathering data for project, TA/DA shall be met from the project budget head "Contingencies"/ Miscellaneous. In case, if the project does not have "Contingencies"/Miscellanies budget head, the University shall have to bear TA/DA cost as per rule for smooth execution of project activities.

Utilization of Contingency Head: The admissible contingency grant may be utilized on spares for apparatus, Photostat copies and microfilms, typing, stationary, postage, telephone calls, internet, fax, computation and printing needed in connection with the project. However, major procurement cost shall not be met from this head.

Special Needs: On case to case basis, university shall provide the assistance for any other special requirement in connection with the project which is not covered under any other 'Head' of assistance under the scheme. However, the Principal Investigator shall make sure that all major scientific equipment are included in the project document before submission to funding agency.

   a. The contingency grant is not intended for meeting the expenditure on furniture& fixture etc. These items are normally provided by the University.

   b. Expenditure towards advertisement for post of research personnel and the audit fee may also be claimed under contingency head. However, in case of HEC approved projects under NRPU program, an amount of Rs. 10,000/- has been fixed as "Audit Fee" and "Finance Fee" respectively (as per project award letter).

14. The amount allocated under the head travel or field work shall be utilized for the implementation of the ongoing project only. This shall not be used for attending the conferences, seminars, workshops for which there is a separate provision available under travel grant program of HEC for

the University teachers. This amount should also not be used for attending any training course either.

15. Traveling/field work shall be undertaken only for data collection and collection of other information, documents and libraries within the general scope and sphere of the project. No foreign travel is permissible within this budget head.

16. Principal Investigator is permitted to travel for field work related to approved/sanctioned project by his own car/taxi/bus outside the city as per University rules within the amount allocated under travel head. Daily allowance shall be admissible as per University rules.

17. Honorarium of the P.I and Co-PI shall be given after completion of the project as per university policy or as per Project award letter.

18. Following documents must be submitted for processing of 2nd/3rd installment under the project;

    a. A copy of the final report of work done of the project in CD.
    b. Detailed information about the project in the prescribed proforma.
    c. Month wise and Year wise detailed statement of expenditure towards salary of staff appointed under the project.
    d. A consolidated item wise detailed statement of expenditure incurred during the complete project period in the prescribed proforma duly signed by /Principal Investigator.
    e. A consolidated Audited Utilization Certificate for the amount actually utilized towards the project duly signed and stamped by the university auditor.
    f. The unutilized grant if any may be refunded immediately through demand draft in favor of the concerned funding agency.
    g. Any expenditure incurred prior to the issuance of the approval letter and after the expiry of life of the project of the project shall not be admissible.

19. The Principal Investigator is expected to settle the accounts immediately on completion of the project. Any advances against the project shall be settled well in time. In case of failure to comply with the aforementioned terms, the finance section has the discretion to stop the salary or deduct the same at source.

Project General Administration:

1. All research projects shall be administered under the general rules of IIUI and as per all applicable SOPs of the research projects.

2. Once the project is approved and started in the University, it shall not be transferred to any other University/Institution. In special case, the P.I may get the NOC from concerned funding agency and the parent University (where the Project is located) for transferring the project to another institution. However, it shall be allowed with the discretion of the competent authority of parent University (where the Project is located).

3. In case, the P.I left the university, Co-PI may be inducted into the project with prior approval of the concerned funding agency to take over the project. However, he/she shall not be entitled to take over as P.I except in the incident of death or disability of P.I. Any P.I, who wants to go for any assignment outside the country, shall inform ORIC for further necessary action to obtain NOC from ORIC.

4. In the absence of Principal Investigator, Co-Investigator shall act as Principal Investigator for smooth execution of Project activities subject to completion of all codal formalities from respective ends.

5. The University shall provide the sufficient space for establishment of lab/placement of scientific equipment, as normally funding agencies does not support infrastructure cost in the project.

6. Once the Laboratory is equipped with the scientific equipment, it shall not be entitled with P.I's name. The title of the laboratory shall remain the same as it was mentioned in the Project document. The name of funding agency shall be displayed outside the laboratory clearly.

7. The scientific equipment shall be available as an open facility for all the faculty members of the concerned department (filed relevant), however, this shall be done after the consultation and approval of P.I.

8. The scientific equipment shall not be moved anywhere without getting prior approval of the competent authority. In case of repair & maintenance, prior permission may be obtained from PI, Chairman and Dean and an exit pass shall be issued by the Chairman of the concerned department, which may be submitted to on duty security guard.

9. In case of any theft in laboratory, the matter shall be reported to the concerned authorities and the competent authority shall constitute an inquiry committee to fix the responsibility.

10. P.I may use the project laboratory for commercial purpose, however, it shall be reported in the ORIC and a formal request shall be initiated for getting approval from the competent authority. Subsidized rates shall be charged and deposited in the university account. A suitable percentage

of earnings from the laboratory shall be shared with the P.I. as honorarium at the end of each year.

11. In case of any discovery/innovation, P.I must report it to ORIC and a formal case of patent filling shall be prepared and submitted to the concerned offices in Pakistan/or in foreign countries (whatever is suggested). In this regard, the HEC shall be consulted. The discovery shall be placed for commercialization through ORIC in the relevant industry.

12. All research publications under the Project shall be reported to ORIC and PI shall have to publish their research papers in HEC approved Journals/ISI index journals.

13. The Books and Journals acquired by the Principal Investigator under any project funded by National/International funding agency must be deposited to the central library at the end of the project. They shall become institutional property.

14. Once the project is approved by the funding agency, copies of the approved project proposal will be shared with following offices for record purpose:

    a. Office of the Director General (Administration, Finance & Planning)
    b. Office of the Director (Academics)
    c. Office of the Director (Finance)

Project Procurement Management:

1. All procurements shall be made as per PPRA rules and regulations.

2. All the procurement under the project shall be made through normal purchase procedure. However in exceptional cases, Procurement under the project may be made through special committee constituted with prior approval of the competent authority. However, strong justification shall be required from P.I.

3. All equipment/furniture and fixture shall be the property of the University and be entered in the university stock register.

4. Any repair and maintenance cost of the equipment shall be made from the project budget head "Contingencies"/Miscellanies. If the project does not have "Contingencies/Miscellanies" budget head, the University shall have to bear this cost for smooth execution of project activities.

5. P.I shall maintain a project stock register and will be liable to provide the same at the time of annual audit to ORIC.

6. All procurements shall be made as per approved Project document and no extra provision shall be granted. P.I shall initiate the request for procurement of any equipment/consumables as per project document through ORIC which shall be verified, approved and sent to Purchase & Store section for further necessary action.

7. Purchase & Store section shall maintain a separate data base of scientific equipment to be procured under the projects and will share the details with ORIC as and when demanded.

8. Duplication of the scientific equipment shall be discouraged and P.I shall be requested to replace the equipment with some other option(s)/up gradation.

9. The equipment grant may be used to procure essential equipment needed for the proposed research work (as listed in the proposal).

10. The escalation, if any, in the cost of approved equipment may be met out of savings/ re-appropriation from other heads after getting the prior approval of the funding agency, especially in case of local government funding agencies.

11. The equipment acquired by the Principal Investigator under a Major or Minor Research Project must be deposited to University at the end of the project. They shall become institutional property.

12. The University shall make every effort to put all the equipment available in the laboratories in effective use. However, the Principal Investigator shall initiate the case for repair & maintenance to HEC under its program "Repair & Maintenance of Laboratory/Scientific Equipment", if required.

Project Human Resource Management/Staff Hiring:

1. The funding agency may approve and provide assistance to engage research staff during the tenure of the project. The Research Personnel shall not accept or hold any other appointment paid or otherwise or receive any emoluments, salary, stipend etc. from any other source during the tenure. They shall do whole time work with the Principal Investigator on the research project. Eligibility and qualification criteria shall be defined by the Principal Investigator according the post title.

2. Project Staff appointment(s) shall be made through ORIC. In this regard, as per award letter issued by the funding agency and the submitted project document(final version), a formal request for hiring of staff shall be processed by the P.I to ORIC along with a proposed selection committee through proper channel. The ORIC staff shall get the approval of proposed selection committee from the competent authority and notify it accordingly. These practices shall be followed both for national/international projects.

   a. The composition of the selection committee shall be;

      i. Principal Investigator   Chairperson
      ii. Co- Principal Investigator   Member
      iii. One nominee of field relevant subject expert (external)   Member
      iv. One nominee from HR   Member
      v. Director/Deputy Director (ORIC)   Member
      vi. Assistant Director(ORIC)   Member/Secretary

   b. In case of specific policy guideline for hiring staff under approved project provided by the concerned funding agency, the nominated selection committee shall follow the same.

3. After that, an advertisement shall be prepared in line with the selection criteria set by the P.I. However the criteria must be set on the basis of academic qualification and experience. The advertisement shall be approved by the competent authority for posting on IIUI web page or published in leading national newspapers, which so ever is approved by the authorities.

4. The advertisement shall clearly state the actual salary package to be offered to the candidate as per project document and the nature of job/engagement shall be on contract basis. It shall also be made clear to candidate(s) that this engagement/job offer is under the funded project and not under IIUI, and that this project appointment shall not entitle them to claim any future employment in IIUI on regular basis. Furthermore, it shall be made clear to them that the appointee shall follow the university employment rules and regulations in general.

5. After receiving the applications, the same shall be sent to P.I for scrutiny and short listing on the basis of an approved criterion. After scrutiny of the applications, shortlisted candidates shall be called for interview. The ORIC staff/P.I shall call the shortlisted candidates for the interview. In case, selection committee does not find any suitable candidate, the post shall be re-advertised and re-interview process shall be launched.

6. The staff in ORIC shall prepare the minutes of the meeting of selection committee after finalization of the hiring of staff. After that, minutes of the meeting shall be placed for the signatures before the committee members and finally for the approval from competent authority.

7. After approval of the competent authority, ORIC shall issue the job/engagement offer letter to the selected candidates. A copy of the same shall be sent to all concerned departments.

8. In case of acceptance of job/engagement offer letter, the candidate shall submit the joining report in the office of P.I and the same shall be forwarded to ORIC for further necessary action. The joining report along with relevant documents (copy of award letter, copy of project proposal along with budget portion) duly verified by the ORIC staff shall be submitted to finance section for release of salary on monthly basis.

9. Salaries of staff shall be paid out from the project's relevant head and any increment (if approved in the project document) shall be provided to the candidate on annual basis subject to provision of Annual Confidential Report (ACR)/Performance Report duly signed and submitted by the P.I to ORIC. The same shall be used for extension in the contract time period of staff.

Project Monitoring & Evaluation:

1. Midterm Progress Report (after six months from the date of starting) of project work done must be submitted by the PI or Co-PI as per prescribed Performa with a summary to the ORIC.

2. After completion of one year of the project (from the date of starting) a detail Progress Report of work done along with funds utilization report must be submitted to ORIC for internal audit and endorsement of President, IIUI for onward submission to HEC.

    a. In case of any other funding/donor agency, the relevant policy guidelines shall be followed for monitoring & evaluation.
    b. In the physical visit of the project site by concerned funding agency, the P.I shall invite a nominee from ORIC to attend the visit.

3. ORIC team shall visit the project site periodically and prepare the review report for the university authorities.

4. After completion of the project, a final progress report along with funds utilization report duly signed by the P.I must be submitted to the ORIC for internal audit and endorsement of the President, IIUI. The same shall be submitted to concerned funding agency for evaluation of project's desired outcome.

General Guidelines for Writing a Funding Proposal

Faculty members may use and follow the research proposal format OR guidelines of the funding agency. However, most of the applications normally include the following components:

1. Title Page

The title should be as concise and informative as possible, stating the essence of the research.

2. Executive Summary

The summary should explain the context of the research, the objectives, the significance of the proposed research, its potential outcomes, applications and benefits, the techniques and methods to be used, its anticipated accomplishments, and its time duration.

3. Introduction and Statement of the Problem/Project

This is an overview which should briefly describe background information on the proposed research such as why the research is conducted, what the main needs are, and what the benefits are to the community, country.

4. Literature Review and Analysis of Related Work

This should include a review of the literature, and indicate how the proposed research relates to it. It should show how the past activities of the PI and his/her team of Co-PIs relate to the research. Critically analyze the relevant and recent literature with a point of view of defining what has been done and what is needed, establishing the need for this project, defining the problem, and establishing the significance and potential contributions of this project.

5. Objectives

The objectives of the proposed research should be clearly described. For a better understanding, the objectives should be classified to identify those that are related to basic and applied research whenever applicable. The objectives should be listed in order of priority.

6. Methodology

a. Description of the Proposed Research

The technical approach should be described clearly and in sufficient detail so that the reviewers will have a firm basis for judgment as to the merit of the proposal. Specifically, what is to be accomplished and how it will be done. It is essential to clearly indicate whether the work is theoretical, experimental, or both; pure, applied and whether the necessary facilities are in-house, etc. It is advisable to identify any unique features of the investigating team, or of its geographic location that would have a positive bearing on the potential for success of the proposed research.

b. Experimental Design and Procedure

This section can be written as a narrative detailing the major pieces of capital equipment and laboratory space requirements, giving justification where purchase is required, or mentoring their availability in-house. Alternatively, the items can be presented in a list with their justification. These items would also appear as line items in the budget. Furthermore, detailed information on the experimental design and procedure should be provided, if applicable.

7. Significance of Proposed Research

a. **Project Outcomes:** Provide specific, measurable outcomes. Particularly, clarify whether the results are likely to lead to patents or commercial outcomes and products.
b. **Beneficiaries and How They Would Benefit:** Here list those who are likely to directly or indirectly benefit from the results of the project. Also, explain how the results from the project will be disseminated.
c. **Prospects for a Commercial Product:** Describe any prospective opportunities to commercialize the findings of the proposed project.
d. **Patents:** Mention the patenting probability, if any.

8. Project Schedule

In this section, the scheduling of tasks, or milestones, should be discussed. It is understood that some research is highly speculative, and hence difficult to schedule. On the other hand, there should be clear milestones and a reasonable probability of success. The research phases should be broken down and described briefly with the expected outcomes. This section may also include charts for illustrating the

schedule for the accomplishment of the tasks, and/or the scheduling of personnel assignments. Sample work plan time table.

Task	Months									
	1	2	3	4	5	6	7	8	9	10
A.　Task 1	■									
B.　Task 2		■	■							
C.　Task 3				■						
D.　Task 4		■	■	■	■	■	■	■		
E.　Task 5									■	■

9. List of References

List of references cited in the proposal.

10. Project Budget

The budget may include the research expenses such as equipment, travel expenses, computer and its accessories, software, electronic components, consumables, chemicals, stationary etc. Requests for equipment should include a justification and statement of support from host institution. The applicant should clearly show that such equipment is essential to the project. Provide an overall budget, and few items require full details as follows:

a. *Labor:* Include details of the payroll costs, technical and support staff (full or part-time) who will work on the project.
b. *Travel:* Provide details of funds required for travel by investigators and staff working on the project. Particularly, justify the need for travel and whether it is required by the nature of the work.
c. *Consumables:* Provide brief description of consumables and current prices. The need for consumables should be justified in terms of requirement for the research proposed.
d. *Equipment:* List all equipment that are needed for the project.
e. *Services/Facilities:* List available facilities that are needed in the project.
f. *Other Items:* Describe and justify the need for other budget items in the allocated spaces.

11. Partner Organizations

Provide the details of project partners and list their cash and non-cash (in-kind) contributions. Partners should confirm their support of the project in its various forms, confirm their contributions and indicate the benefits they are gaining in return.

12. Nominated Referees

The applicant should provide a list of names of renowned referees in the field along with their email address, telephone/fax number etc. the funding agency reserves the right to use or not use any of the referees for evaluating the project.

13. Certification

The signatures of the principal investigator and co-investigators, the signature of the person in charge of authorizing involvement of the host organization, and the signatures of persons in charge of authorizing partnership in partner organizations should be provided in this certification section. The principal investigator and co-investigators are responsible for getting all the necessary approvals that are needed for them to conduct the proposed project.

ORIC CONTACT DETAILS

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