ETHICAL & RESPONSIBLE MANAGEMENT OF GRANTS

DR ADLINA ARIFFIN

DEPUTY DIRECTOR

GRANT MANAGEMENT UNIT, RMC

29 SEPT 2021

PURPOSES:

- To enlighten researchers on the importance of ETHICAL & RESPONSIBLE RESEARCH

- To share the processes, procedures and policies in managing grants

- To provide a platform of communication between researchers and RMC officers

PRESENTATION OUTLINE

GMU Team

Ethical & Responsible Research

Guidelines & Procedures

RESEARCH MANAGEMENT CENTRE

DrAA RMC 29 Sept 2021

GMU TEAMS

RESEARCH MANAGEMENT CENTRE

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GRANT & FINANCIAL MANAGEMENT

Dr Adlina Ariffin

Deputy Director

Ext: 4632

Email: adlina@iium.edu.my

Nurain bt Mohd Zuber

Admin. Officer

Ext: 5022

Email: nurainzuber@iium.edu.my

Suzanah Umar

Senior Exec. Officer

Ext: 5009

Email: suzanah@iium.edu.my

Siti Sarah Marzuki

Senior Admin. Asst.

Ext: 5008

Email: sarahm@iium.edu.my

RESEARCH MANAGEMENT CENTRE

GMU TEAM IN RMC KUANTAN

ASSOC. PROF. DR. WIDYA LESTARI

SR. MASTURA ABD WAHAB

SR. SU'AIDAH ABU MANSOR

RESEARCH MANAGEMENT CENTRE

ETHICAL & RESPONSIBLE RESEARCH

> فَمَنْ يَعْمَلْ مِثْقَالَ ذَرَّةٍ خَيْرًا يَرَهُ ، وَمَنْ يَعْمَلْ مِثْقَالَ ذَرَّةٍ شَرًّا يَرَهُ
>
> So whosoever does good equal to the weight of an atom (or a small ant), shall see it. And whosoever does evil equal to the weight of an atom (or a small ant), shall see it.
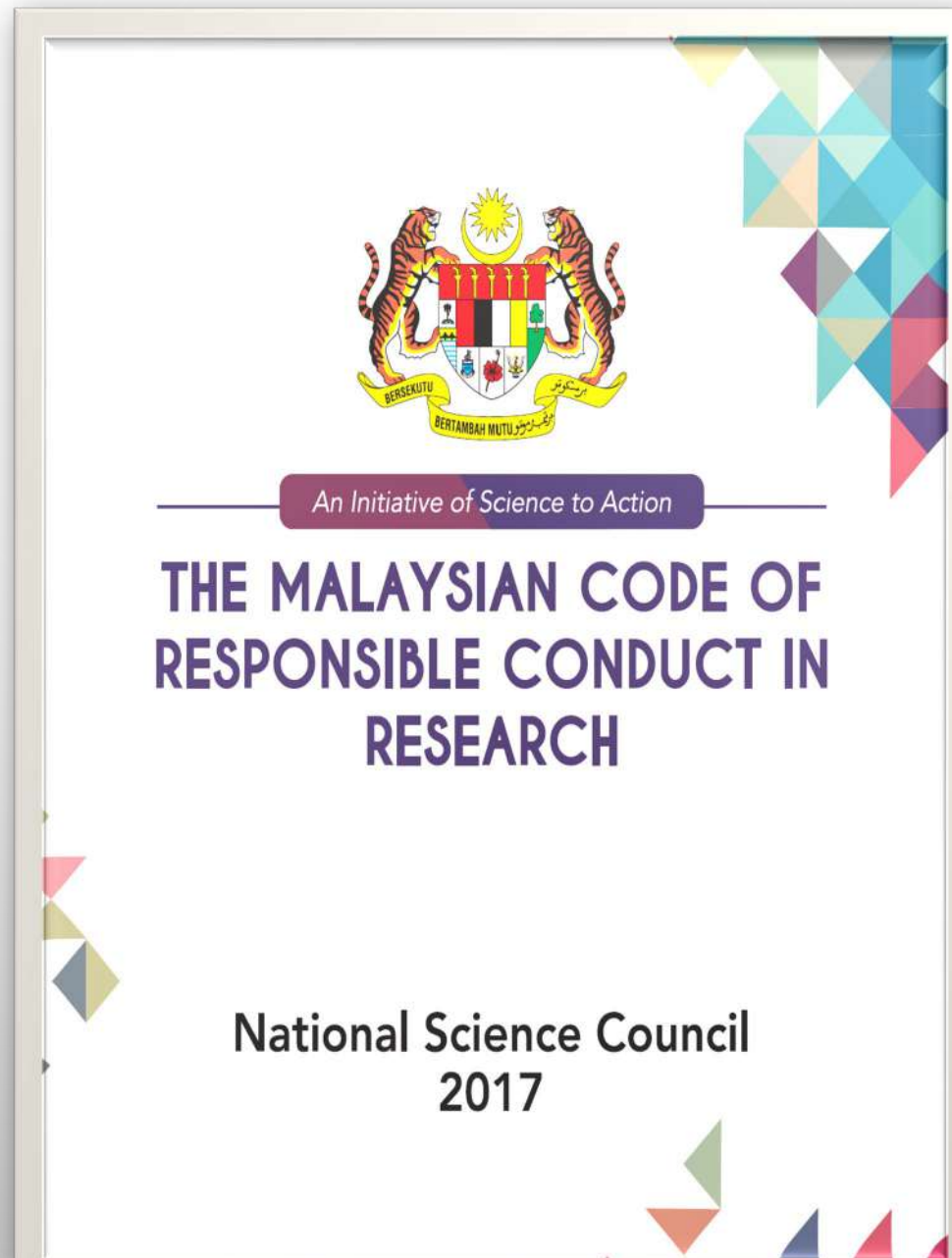
99. Az-Zalzalah

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RESPONSIBLE CONDUCT IN RESEARCH

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	R	
INTEG		ITY
	E	THICAL
RE	S	PONSIBLE
PRUD	E	NT
	A	CCOUNTABLE
APPROP	R	PRIATE
GOD	C	ONSCIOUSNESS
TRUSTWORT	H	Y

8

An Initiative of Science to Action

THE MALAYSIAN CODE OF RESPONSIBLE CONDUCT IN RESEARCH

National Science Council
2017

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- Institution and researchers need to obey the rules stated in the "Malaysia Code of Responsibility in Research (MCRCR)". http://www.might.org.my/download/the-Malaysian-code-of-responsible-conduct-in-reserach/ .

RESPONSIBLE CONDUCT IN RESEARCH

➢Research policies and procedures - Clearly and specifically developed and communicated

➢Researchers should strive to achieve the objectives of the research and the promises made during application. So, do not overpromise.

➢Resources should be used prudently, efficiently and diligently.

➢Legal and ethical tenets should be strictly observed.

➢Publication of results should be timely. The use and reference of the research results and appropriate acknowledgements should be in order. (pg.13)

**MOHE AUDIT
22-23 OCT 2019**

RESEARCH MANAGEMENT CENTRE

SOME MAJOR FINDINGS

- There are projects with poor progress & poor grant utilisation i.e. 0%

- PI submitted the same proposal to 2 different funders

- Payment of GRA via V29000; exceeded the maximum amount i.e. Master (max.RM1800, but paid RM2300)

- PI declared himself/herself as Human Capital

- PI attended conference abroad without the approval of the Program Leader and MOHE.

- Publication – acknowledgement was made to 2 or 3 grants from MOHE

INTEGRITY AND ETHICS

- Misconduct in research which must be avoided includes:

RESEARCH MISCONDUCTS
▪ Dishonest report of the findings i.e. fabricate data, manipulate data, negligence in the collection and analysis of data for the purpose of fraud.
▪ Fabricate and distort the research progress, make outrageous statements and set aside the previous study finding.
▪ Misuse of research funds or does not comply with the procurement and financial procedures that have been established.
▪ Misuse of data and research finding for a negative purposes
▪ Plagiarize the work of others, take without permission of the results and other research methods, ignore the significant contribution of other researchers and copy other researchers' writing without giving acknowledgement.

RESEARCH MANAGEMENT CENTRE

PENALTY

- **PI can be given a penalty for failure to comply to the activities below:**

Activities that result in penalty		Penalty Given
4.6.1 (a)	• Does not submit progress report and financial report *(on the date determined by the Ministry)*	• Restriction on budget expenditure
4.6.2 (b)	• Does not submit the end of project report (on the date determined by Ministry)	• PI is not allowed to apply for a new MOE grant for 2 years and co-researcher for 1 year.
4.6.2 (c)	• Project does not achieve the promised KPI/deliverables	• PI is not allowed to apply for a new MOE grant for 2 years and co-researcher for 1 year.
4.6.2 (d)	• Does not complete the research without providing strong justifications nor notification to the Ministry through the RMC	• PI is not allowed to apply for a new MOE grant for 2 years and co-researcher for 1 year.

- Researcher who had spent beyond the total amount approved after the end of the research duration due to recklessness need to pay back all the money spent unless there is a strong justification acknowledged by RMC. 14

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ETHICS APPROVAL

https://www.iium.edu.my/centre/irec

Navigation Menu

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- SUBMISSION FORM
- BULK SUBMISSION (Undergraduate)
- HOW TO APPLY
- RESOURCES
- IREC CALENDAR

Contact Info

IIUM Research Ethics Committee,

Research Management Centre (Kuantan),

Level 1, Admin Building (OCD),

International Islamic University Malaysia,

Jalan Sultan Haji Ahmad Shah,

25200 Kuantan, Pahang

IIUM RESEARCH ETHICS COMMITTEE (IREC)

INTRODUCTION

IIUM Research Ethics Committee (IREC) was established to safeguard the interests, rights, dignity, welfare, health and wellbeing of patients and research participants. In doing so, IREC help to promote high ethical standards in patient care, professional education, clinical research, and community interests. IREC, formerly known as ethics committee, was first established in 2004. The name was later changed to IREC in February 2012 to reflect its role as the University's ethics committee and this was endorsed by the highest authority of the university. Its mandate, on behalf of the University, is to protect the rights and welfare of human participants who take part in research conducted under the auspices of the University. IREC has the duty to provide guidance to researchers and to ensure that research involving persons is carried out safely with considered consent and respect to autonomy and privacy of the subjects, with principles of distributive justice and in accordance with the ethical principles.

WHEN DO YOU NEED TO CONSIDER FOR IREC ETHICAL APPROVAL?

When your research involved the following:
- Human subjects
- Human data that can be identified
- Human cells and tissue that can be trace back to its owner.

WHAT HAPPEN IF RESEARCH DONE WITHOUT ETHICAL APPROVAL?

NO reputable peer-reviewed journal will accept research conducted on human subjects for participation without PRIOR IRB (i.e., duly constituted ethics review committee) approval.

This process has "evolved" over the last 50 years in response to significant instances of abuse and endangerment of human research subjects --- sometimes with the "best" of intentions and sometimes simply as a means to achieve a

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GUIDELINES AND PROCEDURES IN GRANT MANAGEMENT
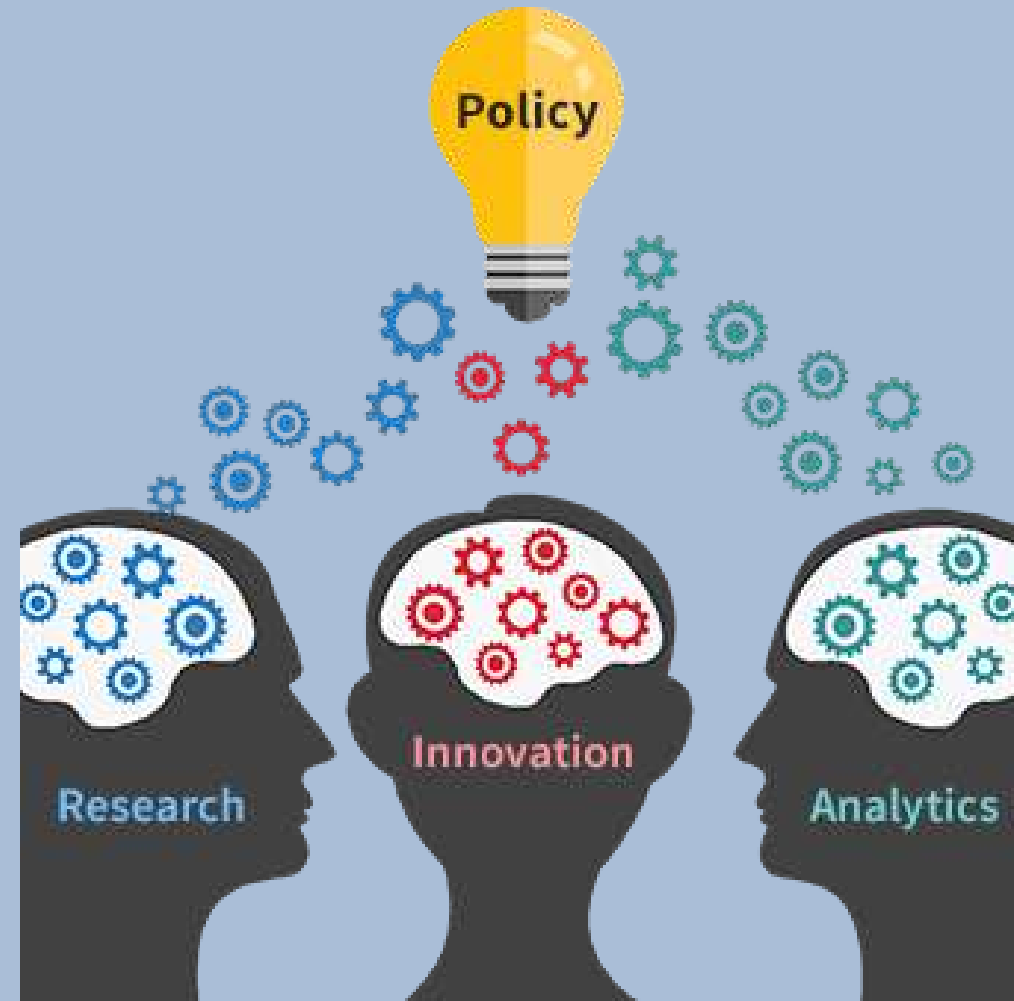
THE COMPONENTS

Management of Research Project
1

Management of Finance and Procurement
2

Achievement of Outputs
3

Monitoring of Research Project
4

RESEARCH MANAGEMENT CENTRE

1 MANAGEMENT OF RESEARCH PROJECT

01 Source for funding opportunities
02 Grant Preparation
03 Grant Submission
04 Grant Contracting
05 Grant Award
06 Project Start-up & Handover
07 Project Management & Execution
08 Project Completion & Grant Closure
09 Post Closure

RESEARCH MANAGEMENT CENTRE

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CHANGE OF SCOPE / OBJECTIVE

1

Application for change of scope has to be made within the **first 6 months from the project start date** for moe's consideration

2

Change of scope is only allowed **once** within the project duration

3

Application is made through RMC and must include:
- Justification
- Relevant Supporting Documents

RESEARCH MANAGEMENT CENTRE

CHANGE OF PI

PI unable to perform his role for more than 3 months due to:

- Study / Unpaid leave
- Retirement / End of service
- Secondment / Relocation to other organizations
- Health issues
- Sabbatical leave (more than 6 months)
- Other reasons (approved by RMC)

If there is no capable co-researcher to replace the PI, a candidate from outside of the research group can be nominated.

PI to suggest a capable co-researcher to replace him within the project team.

Completed application along with justification must be submitted at least 1 month before the change of PI for MOHE's consideration

CO-RESEARCHER

1

PI must ensure all co-researchers perform their roles and responsibilities as agreed.

2

Application and valid justification need to be sent at least **1 month** earlier before the addition of co-researcher for the consideration and approval of RMC or MOE.

3

MOE does not recommend additional/removal of co-researchers unless there is a necessity and valid justification.

RESEARCH MANAGEMENT CENTRE

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CO-RESEARCHER

4

PI to send an application for additional/removal of a co-researcher with justification and the roles of the new team member (for additional).

5

If approval (for additional/removal) is at the RMC level, MOE shall be informed of such changes during the monitoring session.

RESEARCH MANAGEMENT CENTRE

EXTENSION OF RESEARCH PROJECT

APPLICABLE FOR

Delay in completion of research milestones due to the:
- Ethical approval
- Technical issues on research verification
- Procurement issues
- Error in data analysing
- Difficulties is getting the right sample
- Additional no. of database / sample
- Research still on-going

HOW MANY TIMES?

ONCE ONLY

1

2

4

3
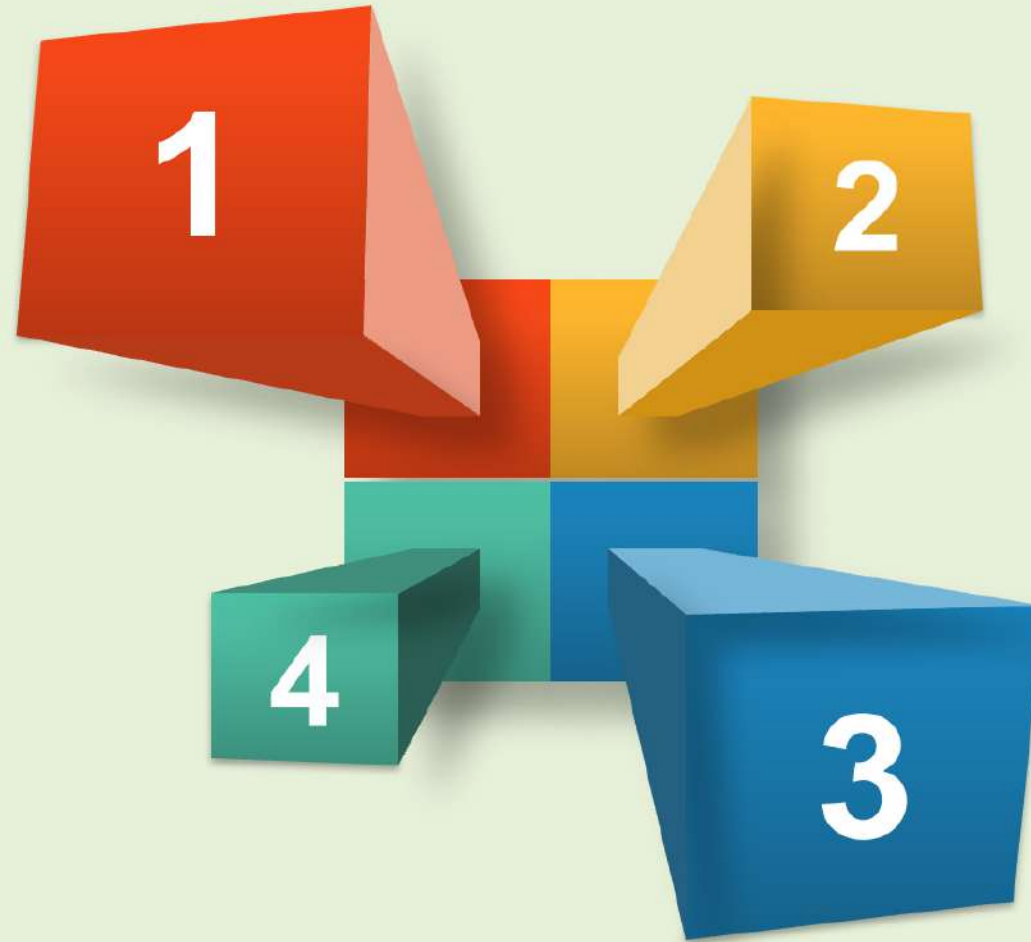
APPLICATION & APPROVAL

- Online via RMSV2 and funder's system
- Approval by RMC and funder
- Application must be submitted **at least 2 months** before the end date

DURATION

3 – 6 months depend on the justification given

PROJECT DURATION

- **Justifications that ARE NOT considered for extension:**

  - Attending conferences (local or international)

  - GRA payment

  - Publication of books, book chapter

  - Procurement of new asset near the end of the project

  - Spending the remaining balance

  - Other reasons without strong justifications

- **However:**

  - An extension of 3 months is allowed for publication of indexed articles in WoS, Scopus

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ATTENDING CONFERENCE OVERSEAS

1 Only allowed for oral paper presentation. Poster presentation is NOT ALLOWED.

2 Qualification criteria:
(Refer to next slide)

3 General terms to attend overseas conference:
(Refer to next slide)

4 For virtual presentation, researchers need to get the validation from conference organizer and RMC.

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ATTENDING CONFERENCE OVERSEAS

Qualification criteria for attending overseas conference:

Criteria	Science & Engineering	Social Science
Qualification	**Only PI and project members are allowed** (Students are not allowed)	
Publication	For staff under 5 years of service: • 2 articles in SCOPUS indexed journal; or • 2 chapters in research book(s); or • 1 research book	For staff under 5 years of service: • 2 refereed journal; or • 2 chapters in research book(s); or • 1 research book
	For staff over 5 years of service: • 5 SCOPUS indexed publication within the last 3 years; or • 5 chapters in research book(s); or • 2 research books	For staff over 5 years of service: • 5 indexed publication within the last 3 years; or • 5 chapters in research book(s); or • 2 research books

So, please constantly update your publication data on the MyGrants system.

ATTENDING CONFERENCE OVERSEAS (PRE COVID)

- Conferences are directly related to the research
- Paper presented are **directly related** to the research.
- Allowed **in year 2** or above of the project duration
- Trip using the cheapest means.
- Only **ONE TRIP** is allowed within the project duration
- **Maximum of 2 researchers** from within the same project are allowed

- Potential to build good networking to obtain international grants
- Potential to be invited to publish books by renowned international publishers
- Attending an overseas conference organized by a local organizer is **PROHIBITED**
- Subject to overseas conference which is approved in the project proposal by MOE
- Subject to sufficient amount in the grant

ATTENTING LOCAL CONFERENCES

- Papers presented are **directly related** to the research.
- Conferences are directly related to the research.
- **Only GRA and the researchers** are allowed to attend using the grants.
- The grant cannot be used to send other students such as FYP students (undergraduate) or other postgraduate students to present their papers.

- Potential to build good networking
- Potential to be invited to publish books by renowned publishers
- Subject to sufficient amount in the grant

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2 MANAGEMEMENT OF FINANCE AND PROCUREMENT

RESEARCH MANAGEMENT CENTRE

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KNOWLEDGE OF FINANCIAL GUIDELINES

➢ UTILIZATION OF GRANTS

• Researchers are required to spend the grant prudently and according to projected amount as approved in the proposal.

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RESEARCH MANAGEMENT CENTRE

Guidelines on **EXPENSES**

V11000 Salary & Wages (Graduate Research Asst.) — 1

V35000 Equipment — 7

V21000 Travelling Expenses & Subsistence — 2
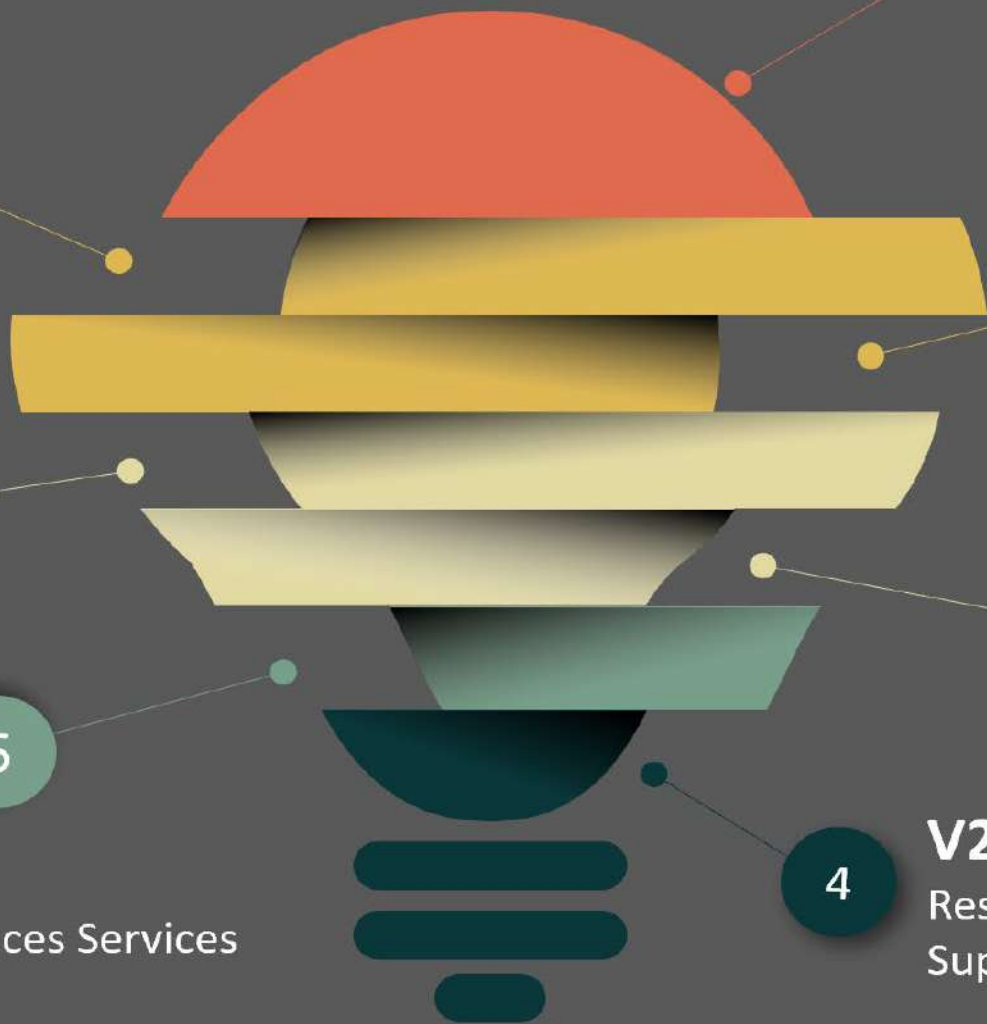
V29000 Professional Services/Honorarium/Conference Fees/Publication Fees/ Printing/Editing and other services — 6

V24000 Rental — 3

V28000 Maintenances Services — 5

V26000/V27000 Research Materials & Supplies — 4

PROCUREMENT FOR ASSETS, SUPPLIES AND SERVICES

1

Only allowed if the assets, supplies and services had been stated and **approved** in the proposal paper.

Purchasing of assets in the **last 6 months** of the project duration is **not allowed**.

2

For purchasing of assets not mentioned in the proposal, the application needs to be sent to MOHE through RMC for consideration and approval.

3

PI to ensure the complete application is sent to RMC together with justification and relevant documents

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PROCUREMENT

WHAT CAN BE PROCURED?

Research Materials i.e. chemicals etc. (V27000)
Research Equipment (V35000)
Service (V29000)

ASSET TAGGING

RMC will issue QR Code tag for Research Equipment bought

HOW TO PROCURE?

- Below RM20K - PROCUREMENT APPROVAL FORM
- Above RM20K, a proposal need to be prepared.

PAYMENT

Required documents:
- Delivery Order (DO)
- Invoice
- Procurement Order (PO)

WHAT DOCUMENT NEEDED?

Quotation from vendor
- Below RM20K : 1 quotation
- Above RM20K – 50K : 3 quotations
- Above RM50K – RM200K : 5 quotations

PROCUREMENT ORDER (PO)

PO will be issued by Finance Division to successful vendor

APPROVAL

- Below RM20K – Deputy Director of RMC / Kulliyyah
- Above RM20K – RM50K : Director of RMC
- Above RM50K – RM200K : Finance Director & Rector

USING BUDGET AFTER END OF PROJECT

1

Researchers are not allowed to make new purchases after the end of the project duration.

2

RMC will only process financial claims or commitments that had been made before the end of the project duration

3

All claims must be made within **3 months** after the end of the project date (only for University grants & Sponsored Projects).

For MOHE grants, all claims must be made before project ends.

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RESEARCH ADVANCEMENT

1

Two types:
- ➢ Travelling advancement
- ➢ Miscellaneous advancement

* Forms from RMC website

2

MAXIMUM AMOUNT:
- ➢ Travelling (RM10K) V21000
- ➢ Miscellaneous (RM10K)
  - * Not allowed for V11000 & V35000

3

Advancement report must be submitted:
- ➢ 1 month (for Travelling)
- ➢ 6 months (for Miscellaneous)

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RESEARCH ADVANCEMENT

Cash advances to cover reasonable expenses for research purposes

Reconciliation & Penalty

- Must be reconciled with original receipts of expenses for research purposes.

- Failure may result in deduction of salary.

Amount & Duration

- Amount: up to **RM 100K or 30%** (whichever is lower)

- Cash advances are to be **reconciled within 6 months after disbursed**.
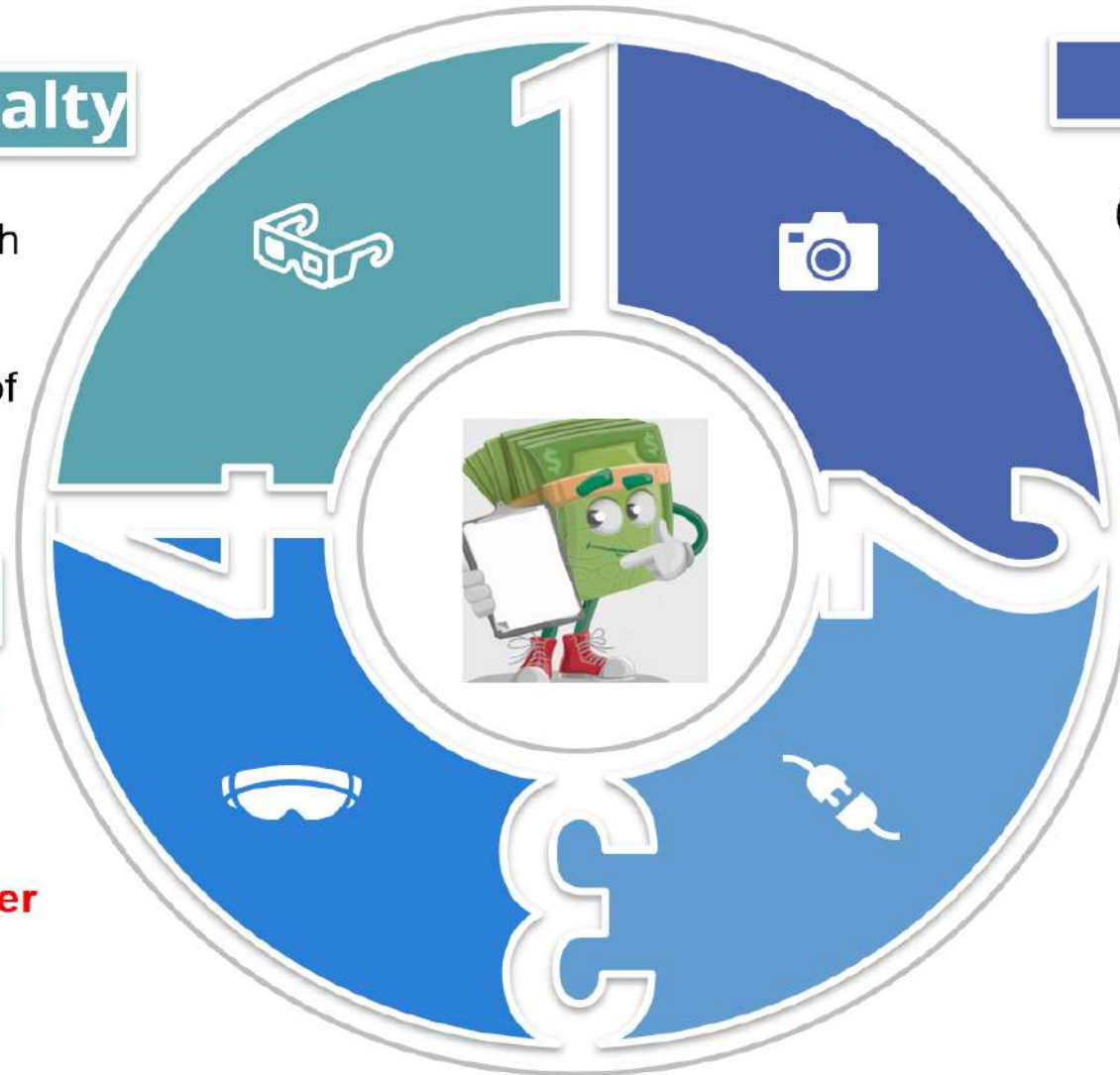
Which Vote?

Vote27000
(Research Materials & supplies)

Vote29000
(Professional Services)

.

How to Apply?

Submitted via RMSV2

Approval
Dep Director RMC or Kuliyyah

RESEARCH CLAIM

1

All receipts must be verified by:
Dean
Dep Dean PG & Research
HOR
HOD

* Forms from RMC website

2

- Validation of receipts is **6 months** (pending for changes)
- Purchasing of equipment (vote 35K) is not included.
- Refreshments for meetings are unclaimable unless approved in the budget.

3

For FGD as data collection as approved in the proposal:
- Prepare proposal + budget
- Claim for refreshment is allowed

Professional service MUST submit appointment letter

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RESEARCH MANAGEMENT CENTRE

RESEARCH CLAIM

PROCESSING TIME FRAME

Complete and approve RESEARCH CLAIM FORM shall be processed by Finance Zone 2 within **14 working days**

VALIDITY OF RECEIPTS

All claims for reimbursement must be submitted within **6 months from the date of the receipts**

WHAT CAN BE CLAIMED?

All expenses related to research & approved in the budget only

HOW TO CLAIM

Submitted via RMSV2

Attachment
Approved claim form & Verified original receipts

Approval
Dep Director RMC or Kuliyyah

ISSUES ON CLAIMS

- Food for meeting with GRAs and co-researchers

- Membership fees

- Claim for conference fee without approval for attending the conference

- Claim for conference fee but there was no allocation for conference fee in the budget

- Top up for TNG cards

- Mobile pre-paid claims

- Stationeries

- Data collection activities i.E.FGD without proposal/approval from RMC

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BUDGET REALLOCATION

1 Virement aims to reallocate budget to a vote which is not sufficient to carry out the research activity.

2 Virement is only allowed once a year for a project approved by the MOHE.

3 Virement is allowed from any vote as long as it is within the percentage limit set by MOHE.

4 Virement cannot accede 50% of the initial amount of vote approved.

PURCHASES THAT ARE NOT ALLOWED (MOHE GRANTS)

- Purchases that are not related to the research

- Items that were not approved in the proposal

- Payment for membership fees in local or international bodies/ professional association etc.

- Purchases of ict and or communication items such as handphones, laptops, printers, ink cartridges etc.

- Utilities and communication bills

- Rental of venues, spaces, offices with the institution

- Storage devices such as cds, pen drives etc.

- Office furniture such as tables, chairs etc.

- Filing for intellectual property.

3 ACHIEVEMENT OF OUTPUTS

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GRADUATE RESEARCH ASSISTANT (GRA)

Research Management Centre

APPOINTMENT — 8
ELIGIBILITY — 1
SUPERVISORY — 2
ALLOCATION — 7
MODE OF STUDY — 3
ALLOWANCE — 6
DURATION — 5
APPLICATION — 4

TALENT
(Required Research Output)

8 — Contract and extension of appointment is allowed if the project is still on ACTIVE status

7 — Vote 11000 (Salary & Wages)

6 — MA – Max up to RM1,800/-
PhD – Max up to RM2,300/-

5 — Min. duration is 12 months to be eligible as Output

1 — Malaaysian & International Postgraduate (MA / PhD) student on ACTIVE status

2 — Principal Investigator or Co-Researchers

3 — Research Mode & Thesis must be related to the research project

4 — Online through RMSV2

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IMPORTANT NOTE FOR FRGS 2021

- The main supervisor of the GRA must either be the principal investigator or the co-researcher from the same institution.

- International principal investigators **are required** to train a Malaysian PhD or Master student.

- For a project that has 2 Master students as GRAs, **one of them must be a Malaysian**.

- The rate of payment for GRA FRGS 2021 via vote11000

➢MASTER student – maximum amount is RM 2000.

➢PHD student – maximum amount is RM 2,500.

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TALENT

- Criteria set by MOE for production of talent:

	Criteria
a.	**1. Graduate Research Assistant (GRA)** - GRA appointed and paid with the fund from research grant by MOHE. - Duration of appointment must be within the active period of the research (min. 12 months) and must graduate (even after end of project).
	2. Student paid using other sources - Sponsored students or students who are paid using other financial sources rather than research grant by MOHE - RMC must verify the status of the student and the research done. Info must be sent to MOHE. - Duration of appointment must be within the active period of the research (min. 12 months) and must graduate (even after end of project).
b.	GRA must be supervised by PI or co-researchers in the same project.
c.	GRA must carry out studies that are directly related to the research project. Contents of related research needs to be confirmed by RMC.
d.	The status of the GRA whether in progress or graduated need to be updated through the MyGrants system **even when the period of the research had ended**. (You may UPDATE the info)

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TALENT

- The criteria set by MOE for production of talent:

	Criteria
e.	GRA appointed must not be PI or co-researcher who is on study leave.
f.	• **Nationality status for GRA that need to be taken for consideration:** - Malaysian and non-Malaysian (for appointment before 28 February 2014) - Malaysian only (for appointment within 28 February 2014 until 15 October 2017) - Malaysian and non-Malaysian (for appointment starting from 16 October 2017) However, appointment of non-Malaysian must not exceed 50% of the appointment of Malaysian GRA.
g.	GRA on Full Time study mode will be counted as KPI for Talent. The GRA must be directly involved in the research conducted. RMC needs to verify and send the information to MOHE.
h.	All GRA appointments must be proven by submitting the evidences to MOHE such as the appointment letter, letter of further study and any related documents

TALENT- DIFFERENCES BETWEEN GRA & RA

	GRA	RA
Type of Student	Postgraduate	Undergraduate/Postgraduate
Duration	Throughout the project	Short term service
Payment	Salary & wages Vote 11000	Honorarium Vote 29000
Status	Output for Talent	

REGISTERING GRA ON RMSV2

- **STUDENT'S ACTION**

- 1. THE POSTGRADUATE STUDENT MUST REGISTER WITH THE CENTRE FOR POSTGRADUATE STUDIES.

- 2. THE PG STUDENT MUST REGISTER THEIR BANK DETAILS WITH THE FINANCE DIVISION (STUDENT UNIT).

- **RESEARCHER'S ACTION VIA THE RMSV2**

- 1. LOGIN TO RMSV2

- 2. CLICK RESEARCHER > REQUEST SUBMISSION > RESEARCH > RESEARCH ASSISTANT APPLICATION

- 3. FILL UP ALL THE RELEVANT INFORMATION AND ATTACH REQUESTED DOCUMENTS

- 4. DECLARATION AND SUBMISSION

PUBLICATION

- Only publications indexed in Scopus, WoS and ERA are accepted as output
- FRGS 2021 - indexed in MyCite
- Status must be PUBLISHED (active grants on 24 January 2020)
- Published date must not be prior to the project commencement date
- Acknowledgement statement to the funder (Name of funder and Project Code)

ACKNOWLEDGEMENT
This research was supported by Ministry of Education (MOE) through Fundamental Research Grant Scheme (FRGS/1/2019/UIAM/02/5/2)

RESEARCH MANAGEMENT CENTRE

PUBLICATION

- If acknowledgement is given to more than one (1) grant from the same funder, the publication will be considered as the KPI to the first mentioned grant.

- If there is more than one (1) funder, first acknowledgement must be given to the highest contributor, followed by the others.

RESEARCH MANAGEMENT CENTRE

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IMPORTANT NOTE FOR FRGS 2021

- To publish at least 2 indexed articles (WOS/ Scopus/ ERA/ MyCite) BUT **one article MUST be published in WOS**.

INTELLECTUAL PROPERTY

The criteria are as follows:

1. IP must be related to the current research
2. Filed IP must be proven

Any latest output achievement related to talent, publication and IP must be reported by the PI from time to time even after the end of project.

MONITORING OF RESEARCH GRANTS

4

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INFORMATION ON RESEARCH PROJECT

RESEARCH END REPORT

Research Profile (5 pages)

Infographic on research findings

Research Impact (Government / Academia / Industry / Civil Society)

RESEARCH EXTENSION

Extension of project duration is allowed only **ONCE** i.e. maximum of 6 months.

RESEARCH PROGRESS

Progress Report
2 / year i.e *February & July*
online system RMSV2 and funder's system

Panelty (non-submission)
Grant suspended
Blacklisted for application of new grant

RESEARCH ACTIVATION

Research project and allocation registered in RMSV2 and IFIS

Revision in funder systems has been approved

RESEARCH DURATION

The grant is active from the start date up to end date only.

RESEARCH KPIs *(output)*

Publication
2 articles published in indexed journal

Talent
1 Master student (2 years project)
1 Ph.D student (3 years project)

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RESEARCH MANAGEMENT CENTRE

COMPLETION OF RESEARCH PROJECT

PROJECT STATUS

Output of the project meeting the target of the grant required KPI, the status will change to **COMPLETED**

WHICH SYSTEM TO UPDATE?

Funder systems eg. MyGrants

HOW TO SUBMIT?

ONLINE VIA RMSV2

WHO IS RESPONSIBLE?

Principal Investigator and team members

WHEN TO SUBMIT?

Within 3 months after the end date

WHAT TO SUBMIT?

✔ End of project report form
✔ Research Profile (5 pages)
✔ Infographic on research findings
✔ Publication
✔ Research Impact (Government / Academia / Industry / Civil Society)

06 · 01 · 02 · 03 · 04 · 05

PROJECT STATUS DEFINITION

Withdraw
- PI leaves the University and no takers for the project.
- Grant utilized must be reimbursed

Terminated
- Research Not Active
- No progress report
- Does not response to any reminders
- Grant utilized must be reimbursed

Incomplete
- Research not progressing as planned.
- Grant utilized more than 50%
- Grant utilized must be reimbursed

Completed KPI achieved
- Research Progress 100%
- Meet all KPIs as promised *(Talent / Publication / IP)*

Completed KPI not achieved
- Research Progress 100%
- Does not meet either one or all KPIs as promised *(Talent / Publication / IP)*

FINAL PROGRESS/COMPLETION AND FINANCIAL REPORT

- Criteria for evaluation are as follows:

a. Progress of project must follow according to the proposed milestones.
b. Progress of financial expenditure (for projects with 2 years duration) are as follows:

First Year		Second Year	
1st Cycle	2nd Cycle	3rd Cycle	4th Cycle
25%	50%	75%	100%

At the RMC:

- For the purposes of performance monitoring, **appointment of GRA must be made in the first year of research**. No backdated appointment of GRA.
- Appointment letter verified by RMC must be attached.
- Financial report must be verified by the Finance.
- Internal assessment within institution must be made by panel in the related cluster. For a problematic project, PI must give justification and plan of ratification for the project

Do the right things
&
do things right

THANK YOU!