

Chapter 6

PROJECT MANAGEMENT AND MONITORING

Project Management Defined

Project management refers to organizing and managing resources in such a way that they deliver all the work required to complete a project within its defined scope, time and cost constraints and quality expected.

To ensure the smooth implementation and successful completion of the research projects approved by the University Executive Committee, effective management and monitoring mechanisms should be employed and thus obtain for the institution the benefit for the investment it has made in the project.

Duties and Responsibilities of the University

It is the responsibility of the University to provide the funds stipulated in the Memorandum of Agreement (MOA) to implement the project. The University Executive Committee shall advise the Offices of the Vice President for Finance and Director of the Budget Services regarding their release. Only the project proponent/s, preferably the project leader, can request for the release of funds. The request must be duly noted by the Vice President for Research and Development.

Specifically, the University, based on the University Policy and Guidelines on Individual and Team Research Grants (*BOR Resolution No. 520, series of 2007*), shall extend the following support to researchers with University Executive Committee (UEC)-approved research proposals:

- A reduction of nine (9) units from the 15-unit teaching load shall be given to regular faculty researchers. These faculty members shall be allowed, if they want, to teach twelve (12) overload units after the reduction. However, they must be

given only a 2-day teaching schedule to give them ample time to do research;

- Qualified part-time faculty members who are involved in externally funded research will be paid directly from the project based on the stipulations in the memorandum of agreement with the funding agency. Such faculty members will be allowed a maximum 6-unit teaching load in case subjects are available;
 - Non-teaching personnel can engage in research only as consultants and shall receive remunerations only when research is done outside of their official time;
 - The University shall provide material and environmental support to the researchers in the form of equipment, facilities, staff, and research centers, as may be stipulated in the MOA. The University shall provide the bid bond when required by the institution soliciting research proposals;
 - The total cost of the research shall be charged to the University fund including the other benefits unless the grant is externally funded, in which case the fund sourced outside will be held in trust by the University and shall follow the schedule for access by the proponent/s based on the terms of reference and work flow program of the project following the usual accounting and auditing regulations and procedures of the University.
- The University shall respect the initiative and volition of the research proponents. However, it shall ensure that the project is fully completed to the satisfaction of the funding institution following the project's terms of reference and work flow program.
- Typically, the research period is for a full semester or a full school year. Extension period shall only be for a maximum of one semester for a full semester or school year research period. When approved by the UREC, exceptional cases of more than a school year or research period may be granted to projects deserving of such magnitude. The extension period for such exceptional cases shall be negotiated by the proponent/s with the UREC and/or the funding agency. Terms of conditions shall also be determined by the UREC (*Section*

7.1, *University Policy and Guidelines on Individual and Team Research Grants of BOR Resolution No. 520, Series of 2007*).

- A research project may commence in the middle of the semester or during summer when the nature of the study requires immediate implementation.
- All grant benefits shall cease at the end of the extension period. No further extension shall be allowed. In this case, the grantee shall be required to complete the research within two semesters after the extension period without any additional support from the University; otherwise, the grantee shall pay back the University the full amount of the grant. (*Section 7.3, University Policy and Guidelines on Individual and Team Research Grants of BOR Resolution No. 520, Series of 2007*)
- As a general rule, projects may not be extended except for meritorious reasons to be approved by the UREC and concurred by the University Executive Committee. Officially deferred projects shall be extended for a maximum of one semester from the completion date stipulated in the MOA, after which, they shall be considered terminated by the UREC upon the recommendation of the RMO.

The University, through the OVPRD, shall facilitate and provide avenue where the research results could effectively and adequately be disseminated.

The University shall respect the proponent's intellectual property rights and safeguard the authorship of the research project in accordance with the University Intellectual Property (IP) Policy and Article 178.3 of RA 8293 (Intellectual Property Code).

Responsibilities of the Researcher/s

Project Proponent

The project proponent shall see to the smooth conduct of the project until its completion within the set time frame. He or she must comply with the terms set in the MOA and implement the project as laid out in the approved proposal. He or she must be guided by the objectives of the research project and the limits of the institutional processes. It is the duty of the proponents to inform the UREC of any change or deviation in the original objectives of the approved research project for discussion and approval.

The project proponent has the primary responsibility over the entire project regardless of the number of co-researchers he or she may have. It is his or her duty to appropriate the tasks among the group members, bearing in mind that the co-proponent/s has/have clearly defined responsibilities even in the presence of the project proponent.

The project proponent must submit a progress report to the Research Management Office. He or She shall follow the format shown in *Appendix I* of this Manual. For research projects running for ten months or more, a progress report is required every three months. For projects running for less than ten months, a progress report is required every two months. The project proponents shall also submit a liquidation report before requesting for another cash advance.

Upon completion of the project, the project proponents must submit the terminal research report within two weeks after its termination. (*See Chapter 7 for a complete discussion of the Terminal Research Report.*) It is the responsibility of the proponents to ensure the quality of writing of the terminal research report. Should the research report warrant some editing, the proponents shall bear its added cost.

The project leader shall ensure the proper turn over of the equipment purchased for the project to the University. As a general rule, the equipment goes to the Office/College/Branch to which the project leader is connected. In case said Office/College/Branch does not have any need for the equipment, the University, through the OVPRD, shall determine the assignment of the equipment.

After the submission of the terminal research report, the proponent/s shall present the paper in a research conference to be organized by the RMO. The proponents shall prepare all the materials necessary for the presentation. They may also suggest the experts or critics to be included in the roster of discussants for the conference.

The proponent shall submit a shortened version of the terminal research report within one month after the holding of the research conference. The article will be published in any of the four University journals provided it passes the approval of the appropriate Editorial Board.

If for a justifiable reason or cause, project is terminated prior to its completion, the proponent/s shall pay back to the University all benefits accorded, such as deloading of teaching assignments and/or granting of honorarium. Furthermore, said proponent/s shall be disqualified from all University grants. (*Sec. 8.3, University Policy and Guidelines on Individual and Team Research Grants of BOR Resolution No. 520, series of 2007*).

Co-Proponents and Other Researchers

The project co-proponents and other researchers shall take part in the implementation of the research project as may be defined by the project proponent/s. The co-proponents shall be responsible for the management of the project in the absence of the proponent/s or if the latter becomes incapacitated. With the approval of the University, they may take over the whole project should the main or lead proponent relinquishes his or her role and responsibilities, and may therefore, claim the benefits accorded to the main/lead proponent.

The responsibilities of the University and the researchers that are spelled out in this chapter, together with other agreements forged by the two parties, shall appear in the MOA to be drawn. (*Please see Appendix K for a sample MOA/Contract.*)

Chapter 7

DISSEMINATION AND UTILIZATION OF RESEARCH RESULTS

Dissemination of Research Results

As a principle, the University provides avenues for the dissemination of research findings or results. These may be in the form of publication or conferences, seminars, fora and other communication media. The University shall regularly publish research journals and maintain library exchange with regional, national and international universities or colleges and other research centers here and abroad.

Dissemination is how to get research results to intended audiences in the most effective, cost-efficient manner. It is the process of knowledge transfer – the *who, what, when* and *how* of moving ideas and information from the source to intended recipients. Its purpose is to effect the utilization of information on the part of the recipient.

In carrying out a dissemination activity, the University and the research grantee/s share in the responsibility of systematically distributing research outputs through a variety of ways to potential users or beneficiaries. The foci of dissemination are the potential users of new knowledge or products.

There are two types of audiences intended to be informed about the research results:

1. The Primary Audience which include the key audiences, such as donors or financiers, program managers or implementers, service providers, regulatory authorities, the researchers themselves, experts, specialists, consultants and their peer scientists or academics.

2. Secondary audience would include other interested groups, multilateral organizations, NGOs, political and government sectors, private sector, the church, media, general population, etc.