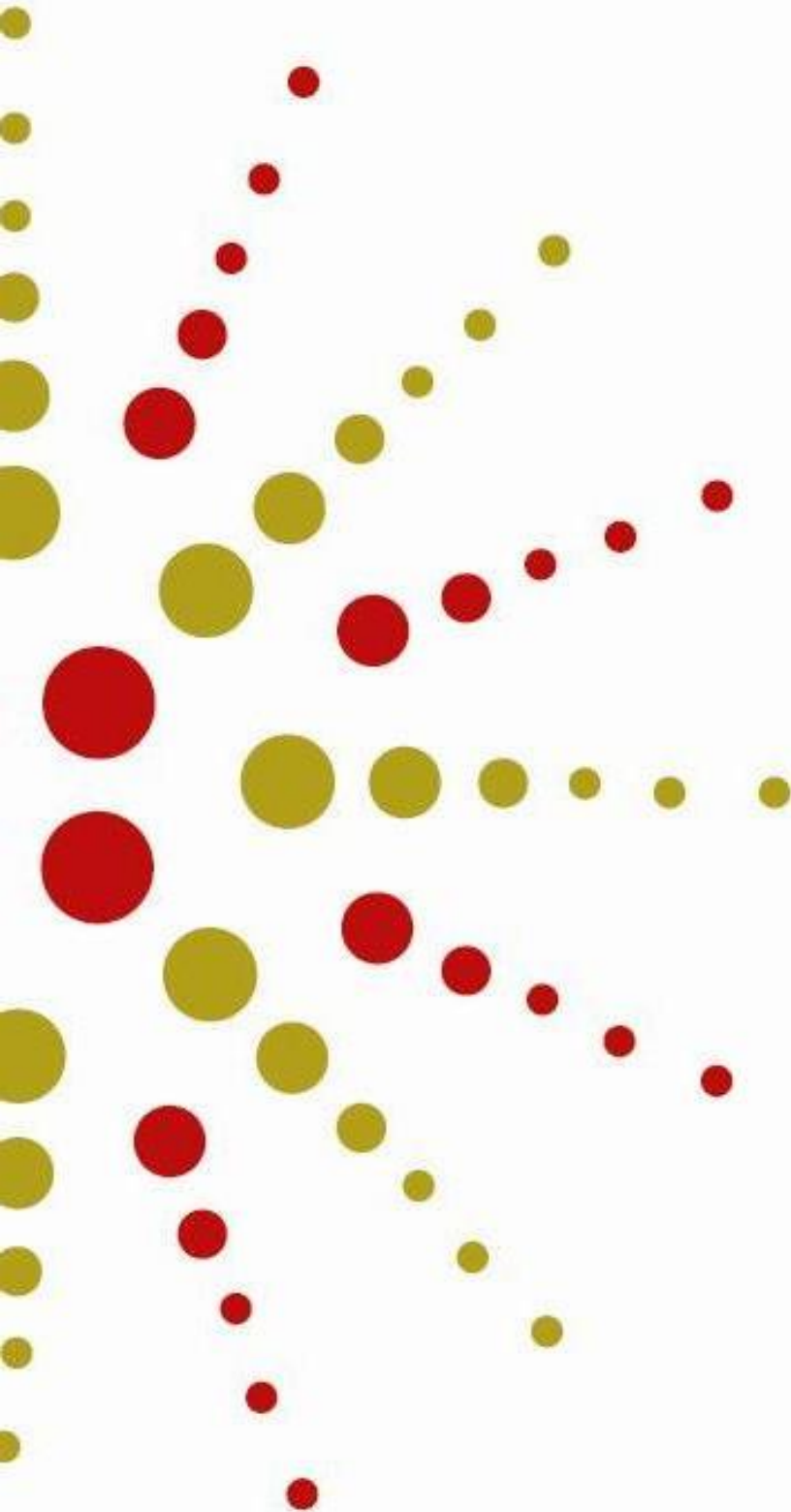**Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research**

Competitive Grants Handbook

Information for Applicants and Recipients

Last Updated September 2022

Purpose of the Handbook

This handbook outlines the expectations and responsibilities grant recipients assume when accepting awards from the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research. The handbook seeks to provide helpful information and highlight key policies and procedures to make the award experience as well as time spent in Ras Al Khaimah both productive and enjoyable.

Appendix A provides a Glossary to clarify the terms used throughout this handbook. For more information or questions related to the competitive grants discussed in this handbook, please contact the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research:

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1| Overview of Grant Opportunities

The Foundation offers numerous international and local funding opportunities to promote research, support arts and culture, and foster community-based collaborations in Ras Al Khaimah. The eligibility, application materials, and award inclusions for each type of funding opportunity are summarized in this section. Additional information on each award can also be found on the Foundation's website.

Research Grants

    1.1 Doctoral Research Grants
    1.2 Faculty Research Grants
    1.3 Seed Grants

Arts & Culture Grants

    1.4 Film Grants
    1.5 Artist Residency Grants

Local Grants

    1.6 Community Impact Grants

All applicants are expected to clearly demonstrate how their proposed research, artistic endeavor, or project requests will benefit Ras Al Khaimah and relate to the Foundation's priority areas (Education, Arts & Culture, Philanthropy, Community Development, Public Health). The Foundation realizes the application process can be time consuming and is willing to provide general feedback on the eligibility, relevance, or strength of potential submissions or in-progress applications. Such inquiries should be sent to grants@alqasimifoundation.rak.ae.

1.1 Doctoral Research Grants

Eligibility: Current PhD student of any nationality at an accredited university in good academic standing. American programs: all coursework must be completed and preliminary exams successfully passed. British or European programs: minimum one year completed and extensive literature review with solid methodology and research proposal. Proposed research must include Ras Al Khaimah as a significant site of data collection and analysis.

Application Process: Annual deadline March 1 (unless otherwise advertised). Complete application includes: online form, cover letter, CV or resume, academic transcripts, research proposal, detailed budget (**Appendix D1**), two recommendation letters, English proficiency (as applicable), confirmation of Institutional Review Board (IRB) approval.

Grant Inclusions: International Applicants: Round-trip economy airfare from country of origin (maximum 8,000 AED), up to 12-months accommodation[1], pro-rated monthly living stipend (2,000 AED per month, maximum 24,000 AED total), car rental (2,000 AED per month, maximum 24,000 AED total), visa costs (maximum 2,500 AED), research support, office space.

UAE Applicants: Maximum 35,000 AED award to cover direct, project-related research expenses based on the approved detailed budget. Permissible expenditures include travel within the UAE (e.g. car rental, hotel nights), living stipend, equipment purchases, translation, printed materials, etc. General research support and Foundation office space is also available.

1.2 Faculty Research Grants

Grant Eligibility: Current faculty member of any nationality at an accredited university with a PhD or other professional terminal degree. Proposed research must include Ras Al Khaimah as a significant site of data collection and analysis.

Application Process: Annual deadline March 1 (unless otherwise advertised). Complete application includes: online form, cover letter, academic CV, research proposal, detailed budget (**Appendix D2**), department or institution letter of support, recommendation from academic colleague, English proficiency (as applicable), confirmation of Institutional Review Board (IRB) approval.

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[1] The Foundation has apartments available for visitors to reserve, with priority given to Doctoral and international grant recipients staying in Ras Al Khaimah for extended periods of time. Applicants should note any plans to use a visitor apartment in their proposals, and if funded, plan their field research early. Recipients may need to be flexible with final in-country start/end dates when making accommodation reservations given the Foundation's broader visitor schedule.

Grant Inclusions: Maximum 35,000 AED award to cover direct, project-related research expenses based on the approved detailed budget. Permissible expenditures include travel expenses to and within the UAE (e.g. airfare, car rental, accommodation[2], living stipend, visa), research assistant support, equipment purchases, translation, event hosting, printed materials, etc.

International Applicants: the maximum length of field research in the UAE is two (2) months, which may be broken into multiple trips depending on data collection and project needs. Those planning to stay in the Foundation's visitor apartments should note this in their proposals, and if funded, plan their field research early. Recipients may need to be flexible with their final in-country start/end dates when making accommodation reservations given the Foundation's broader visitor schedule.

1.3 Seed Grants

Grant Eligibility: Demonstrated collaboration between at least two organizations, one of which must be located in the UAE. Proposed research or project must have direct benefit to Ras Al Khaimah.

Application Process: Annual deadline March 1 (unless otherwise advertised). Complete application includes: online form, cover letter, academic CV or resume for project leader(s), detailed research or project proposal with timeline and deliverables, itemized budget demonstrating contributions of all key partners (in-kind or financial) (**Appendix D3**), letter(s) of support/participation from UAE partner(s)[3], letter of recommendation, confirmation of Institutional Review Board (IRB) approval (research-based grants only).

Grant Inclusions: Maximum 50,000 AED award to cover direct, project-related expenses based on detailed budget. Permissible expenditures include equipment purchases, travel to and within the UAE, local accommodation, translation, event hosting, printed materials, etc.

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[2] The Foundation has several apartments available for visitors to reserve, with priority given to international grant recipients staying in Ras Al Khaimah for extended periods of time. International faculty planning shorter stays in Ras Al Khaimah (up to two weeks) and UAE-based faculty needing only occasional accommodation during data collection should include hotel nights in their proposed budgets in case the apartments are unavailable.

[3] Applicants should contact intended UAE-based partner(s) prior to submission to secure their support and participation in writing. Exceptions may be made in instances where the Foundation is well-positioned for facilitating introductions and access. Such exceptions require approval from the Foundation's Grant Manager prior to the annual deadline (see Section 14).

ARTS & CULTURE GRANTS

1.4 Film Grants

Grant Eligibility: Directors and media professionals of any nationality wishing to create short Arabic/English bilingual films (30 minutes or less) on topics relevant to the UAE and Gulf region, with documentaries especially encouraged. Directors should have film making or media studies backgrounds and preference is given to young directors: current university students (minimum two years of academic program completed) or recent BA/MA graduates (within last five years). Directors must also have screened at least one film at a film festival in the UAE, Gulf region, or overseas. Priority is given to Emirati applicants.

Application Process: Annual deadline May 31 (unless otherwise advertised). Complete application includes: online form, cover letter, director's CV and names/roles of other individuals involved in the project, detailed storyboard, itemized budget (**Appendix D4**), timeline with deliverable milestones, list of filming locations and associated permissions required, letter of recommendation, two recent film samples. Finalists may be required to attend an in-person or online interview.

Grant Inclusions: Maximum 25,000 AED to cover production-related activities as outlined in the approved detailed budget. Examples of acceptable production-related expenses include: location and equipment rentals (e.g. studio time, lighting, sound equipment), make-up, costumes, props, commission or purchase of music soundtracks, editing or animation software, and Arabic/English translation and subtitles.

1.5 Artist Residency Grants

Grant Eligibility: Individual artists of any nationality wishing to produce new works and engage in cultural exchange with the Ras Al Khaimah community. Must have a degree in studio/fine arts (or established portfolio) in the following media: drawing, film, jewelry, mixed media, painting, photography, sculpture, or textiles. Artists should have completed at least one solo exhibition OR two group exhibitions in the last three years and have demonstrated experience teaching hands-on workshops and activities. Artists must be at least 21 years of age and not enrolled in an academic program or other residency during the proposed residency period with the Foundation. Demonstrated proficiency in spoken and written English also required.

Application Process: Annual deadline May 31 (unless otherwise advertised). Complete application includes: online form, cover letter, full artistic CV, artist bio with photo, professional statement, representative portfolio sample, residency statement (including proposed community workshops), detailed budget (**Appendix D5**), residency supplies list, two recommendation letters.

1.5 Artist Residency Grants (continued)

Grant Inclusions:

Artist residencies vary from 6 to 12 months, with maximum values based on a residency's duration: 61,000 AED (6-months), 80,000 AED (9-months), and 100,000 AED (12-months). Funds cover direct, residency-related expenses based on approved detailed budget. Permissible expenditures include travel expenses to and within the UAE (e.g. airfare, car rental, accommodation[4], living stipend, visa), purchase of art supplies, rental of specialized equipment, professional support services related to artwork production, translation, etc.

Applicants planning to stay in the Foundation's visitor apartments should note this in their proposals, and if funded, plan their residencies early. To confirm accommodation reservations, recipients may need to be flexible with their residency start/end dates given the Foundation's broader visitor schedule.

LOCAL GRANTS

1.6 Community Impact Grants

Grant Eligibility:

Ras Al Khaimah residents of any nationality or local organizations seeking to address a need or identified issue in the Ras Al Khaimah community. Proposals must demonstrate strong elements of community engagement, and project leaders must have lived in the emirate for a minimum of two years. For organization-based proposals, project leaders must also have been employed for a minimum of one year with the applicant organization and have documented support from their line managers. Where required, project teams should be comprised of diverse individuals and stakeholders.

Additionally, Collaboration and Partnership proposals require a minimum of two organizations or community groups working together, with documented evidence of in-kind support (for Collaborations) or matching funds/financial support (for Partnerships) beyond the grant request. Project teams must also have demonstrated proficiency in the Asset Based Community Development (ABCD) approach and concepts.

Regardless of the type of proposal, applicants should not have received a Community Impact Grant within the last two years.[5]

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[4] The Foundation has several apartments available for visitors to reserve, with priority given to international artists and UAE-based recipients planning to stay in Ras Al Khaimah full-time during their residencies. UAE-based artists planning to be in Ras Al Khaimah on a more part-time basis should include hotel accommodation in their proposed budgets in case there are periods of time when the apartments are unavailable due to the Foundation's broader schedule of visitors.

[5] At its discretion, management may make an exception to this eligibility requirement if the proposal builds on the success of the earlier project and/or is deemed especially relevant to a community need.

1.6 Community Impact Grants (continued)

Application Process: Applications are accepted and reviewed on a rolling basis throughout the fiscal year, with awards made based on the availability of funds. Complete application includes: online form, cover letter, CV for project leader(s), list of project team members (as applicable), project proposal with timeline and deliverables, itemized budget that includes contributions of all key partners (in-kind or financial) (**Appendix D6**), letter of recommendation, letter(s) of support from participating organizations (as applicable), evidence of ABCD competency[6] (as applicable), confirmation of research ethics training (research-based projects or those working with vulnerable groups).

Grant Inclusions: Inclusions vary based on application category: Individuals (maximum 5,000 AED)[7], Organizations (maximum 10,000 AED), Collaborations (maximum 25,000 AED), Partnerships (maximum 50,000 AED).[8] Funds may be used to cover direct, project-related expenses based on the approved detailed budget for programming, infrastructure, or capacity development initiatives.

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[6] Evidence includes formal training certificates or having ABCD principles/framework incorporated into project designs.

[7] As a special category of Individual awards, management may approve partial funding (up to 50% tuition fees) for teachers working in Ras Al Khaimah government schools to complete their M.Ed. at the American University of Ras Al Khaimah. Costs associated with short courses or conference attendance may also be considered on a case-by-case basis.

[8] Funding for larger, well-justified projects may be considered on a case-by-case basis. However, such requests need to be submitted and planned well in advance to align with the Foundation's annual budgeting process.

2| English Language Proficiency Requirements

Doctoral Research and Faculty Research Grant applicants who learned English as a secondary language are required to provide evidence demonstrating their English proficiency. Relevant evidence and documentation includes:

1. Writing samples associated with application requirements, such as:

    o Cover letter
    o Statement of purpose
    o Research proposal

2. Certified English language assessment score reports, such as TOEFL or IELTS, valid within the last two years. Minimum overall scores expected on such certified English assessments:

    o Doctoral Research Grants: 94 TOEFL iBT or 7.0 IELTS
    o Faculty Research Grants: 102 TOEFL iBT or 7.5 IELTS

Exceptions to the certified assessment requirements may be made for applicants who have studied or worked extensively in academic English language environments. Such exceptions are at the discretion of the Foundation's management (see Section 14) and should be sought before applying. The Foundation may also consider certified English assessments beyond IELTS or TOEFL on a case-by-case basis.

Applicants who have not taken a certified English assessment (or whose scores are older than two years) may still apply for Doctoral and Faculty Research Grant opportunities; applicants should contact the Grant Manager in advance, but applications will generally be considered complete and forwarded for review if this is the only outstanding requirement. However, any offers of funding may be conditional on providing an official proficiency score report within a designated period if a formal exception is not granted during the review process.

3| Research Ethics & Vulnerable Populations

Given the nature of the Foundation's social science and policy research efforts, all award recipients who will conduct research or work with vulnerable populations are required to gain Institutional Review Board (IRB) approval from their home institution and present documentation of this approval to the Foundation. This includes all Doctoral and Faculty Research Grants, research-based Seed Grants, and Community Impact Grants that focus on vulnerable populations[9].

- If recipients' home institutions do not have an IRB process, they must complete individual research ethics training through the Collaborative Institutional Training Initiative (CITI) at the University of Miami: www.citiprogram.org. Instructions are available in **Appendix H**.

- Recipients are responsible for covering all costs associated with the CITI training *Basic IRB Course – Social-Behavioral-Educational Focus* (approximately $130 USD).

- Recipients must complete all modules associated with the CITI course and provide the Foundation a copy of their completion certificate, which will be added to their award file.

- Individuals who have previously had IRB human subjects training may be exempt from taking the CITI course if they can provide relevant documentation. Generally, such training should have taken place within the last two years. Questions as to whether previous training may substitute for the CITI IRB program should be discussed with the Foundation's Grant Manager.

Applicants who have not yet formally gained IRB approval or completed the equivalent training may still apply for grant opportunities. However, any offers of funding will be conditional on providing documentation that confirms formal IRB approval (or completion of IRB training) before the award offer can go into effect. If a university indicates IRB is unnecessary given the scope of a project, applicants should submit relevant IRB waiver documentation to the Foundation. In university waiver situations the Foundation reserves the right to still require completion of the CITI training, which is determined at the discretion of management based on the nature of the project.

In accepting a grant award, recipients agree to comply with the international research ethical standards as documented in their IRB approval or IRB training record on file with the Foundation. UAE law requires appropriate authorities to be informed when data gathering indirectly uncovers situations of child abuse, child neglect, or other life-threatening situations. Research ethics also support exceptions to confidentiality in such situations. Accordingly, award recipients are required to notify the Foundation should their research, data collection, or project activities uncover issues that raise concerns of children's well-being, health, or safety.

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[9] Depending on the professional expertise and experience of a Community Impact Grant applicant working with the identified vulnerable group, this requirement may be waived. Alternatively, management may approve an abridged training facilitated by its Research Department for the Community Impact Grant project team.

4| Professional Conduct

All award recipients are expected to consistently observe the highest standards of integrity, honesty and fair dealings when engaging with Foundation staff, stakeholders, and other collaborators. They should also abide by UAE laws and demonstrate sensitivity to local cultural norms.

- Foundation staff members are diverse as is the local community in which the Foundation is based. Grant recipients are expected to treat colleagues with courtesy and respect and to interact with Foundation stakeholders in a professional manner at all times.

- The Foundation requires recipients to follow academic standards for citing published or online material, including the research of others. Recipients should not submit or publish—in any form—the words, ideas, phrases, citations, arguments or artistic/technical work of another person as their own creation. Plagiarism is taken seriously and may result in cancellation and/or repayment of the grant award (see Section 12).

- Award recipients should ensure blog and social media posts are respectful, especially in light of local defamation laws. Comments that may be deemed harassing or racially or sexually offensive will not be tolerated. In addition, posts that insult the Foundation, other government and public organizations, or which may otherwise reflect negatively on Ras Al Khaimah, the UAE, or its citizens may result in disciplinary measures, including cancellation of the grant award (see Section 12).

5| Application Review & Award Decisions

This section details the process and criteria used for determining awards for the Foundation's various funding opportunities. The designated Grant Manager is responsible for coordinating application reviews and communicating award decisions unless otherwise noted.

     5.1 Research Grants
     5.2 Arts & Culture Grants
     5.3 Community Impact Grants

5.1 Research Grants

Doctoral Research, Faculty Research, and Seed Grants are all considered competitive international awards and are collectively reviewed using the same process and criteria. The annual deadline for all three grant programs is March 1 unless otherwise advertised or the call is extended. Late applications or those received at other times of the year are generally not considered.

Review & Awards Process

- Once the annual deadline passes, the designated Grant Manager conducts a preliminary review to check for completeness and to ensure applications meet associated eligibility requirements. Applicants are generally given an opportunity to submit any missing materials by a stated deadline. Complete proposals that pass this initial check then enter the formal review process for funding consideration.

- The Foundation undertakes a review panel approach that leverages its research network and uses academic peer-review for evaluating grant proposals. Complete proposals are matched with external reviewers who have relevant expertise and can knowledgably comment on a proposal's content, methodologies, and overall merits using the Foundation's established criteria and scoring instructions. In addition, members of the Foundation's Research Department and management review all proposals using the same instructions to evaluate submissions within the context of the overall applicant pool.

- Scores and feedback are compiled to make formal decisions on each proposal. Inclusions and exceptions for all extended offers are noted during this process.
  - Applicants receive one of three possible responses on their proposal:
    - No Award – applicants are informed their proposals were unsuccessful and provided feedback from the reviewers as relevant.
    - Conditional Award – applicants are offered funding assuming they address issues identified during the review process.[10]
    - Unconditional Award – applicants are offered funding based on their proposals as submitted.

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[10] Conditional offers may be made for a number of reasons, including (but not limited to): outstanding IRB requirement; outstanding English proficiency exam; unconfirmed collaborators; budget or proposal adjustments. Exceptions, changes, or other actions required of the applicant are outlined in the conditional offer and built into the Award Contract as appropriate.

o The Foundation prioritizes awards based on proposal strength regardless of which grant an applicant applied for. Accordingly, the annually available funding can be redistributed across the three grant programs depending on the number and quality of applications received each year. Similarly, a portion of the annual budget may go unused if only a few proposals are deemed high-quality and worthy of funding.

o The Foundation usually awards only one grant to an organization, even if multiple proposals are received from different individuals. Exceptions can be made if there are two equally strong/compelling proposals in light of the overall applicant pool. More flexibility can be shown on awards for doctoral applicants coming from the same institution assuming the individual proposals are strong and address different topics.

- The entire review process typically takes eight (8) weeks, with applicants informed of award decisions by the end of this period. The Grant Manager is responsible for notifying and securing award acceptances, including working with recipients to finalize terms of their grants.

Scoring & Evaluation Criteria

Complete proposals are evaluated using five overarching criteria that form the base for making award decisions:

1. *Scholarly (or Professional) Record:* This criterion addresses the professional qualifications of individual or organizational applicants.

2. *Proposal Relevance & Significance:* This criterion addresses whether proposed projects are relevant to the Foundation's work and needs of Ras Al Khaimah.

3. *Research (or Project) Practicality:* This criterion addresses whether projects are likely to succeed and whether applicants have realistic understandings of the local context.

4. *Budget & Resource Needs:* This criterion addresses applicant expectations of the Foundation's financial and in-kind support for implementing proposed projects.

5. *Partnership Potential:* This criterion addresses the role projects can play in building the Foundation's strategic partnerships and developing the capacity of local researchers and institutions. While important, this criterion is secondary to the others and can help finalize award decisions among equally strong proposals.

To accompany their overall evaluations, reviewers also provide their feedback on whether individual proposals should be considered for award funding. Reviewers are encouraged to make any notes they deem necessary to support their ratings or award recommendations. The designated Grant Manager prepares an overall review summary on each proposal to facilitate the final award decisions.

5.2 Arts & Culture Grants

Film and Artist Residency Grants are competitive and collectively reviewed after the annual deadline. Late applications or those received at other times of the year are generally not considered.

<u>Review & Awards Process</u>

- Once the annual deadline passes, the designated Grant Manager conducts a preliminary review to check for completeness and to ensure applications meet associated eligibility requirements. Applicants are generally given an opportunity to submit any missing materials by a stated deadline. Complete proposals that pass this initial check then enter the formal review process for funding consideration.

- The Foundation undertakes a review panel approach that includes individuals with relevant art or film backgrounds. Reviewers provide feedback using the Foundation's established criteria and scoring instructions. In addition, members of the Arts & Community Engagement Department and management review all submitted proposals using the same criteria and scoring instructions to evaluate submissions within the context of the overall applicant pool.

- Reviewer scores and feedback are compiled; applicants with the highest scoring proposals are invited to an interview, which factors into final funding decisions. Inclusions and exceptions for all extended offers are noted during this process.

    - Applicants receive one of three possible responses on their proposal:

        - No Award – applicants are informed their proposals were unsuccessful and provided feedback from the reviewers as relevant.

        - Conditional Award – applicants are offered funding assuming they address issues identified during the review process. [11]

        - Unconditional Award – applicants are offered funding based on their proposals as submitted.

    - The Foundation prioritizes awards based on proposal strength. Accordingly, a portion of the annual budget may go unused if only a few proposals are deemed high-quality and worthy of funding.

    - The Foundation generally awards only one grant to an organization, even if multiple proposals are received from different individuals. Exceptions can be made if there are two equally strong and compelling proposals considering the overall applicant pool.

- The entire review process typically takes eight (8) weeks, with applicants informed of award decisions by the end of this period. The Arts & Community Engagement Department is responsible for notifying and securing award acceptances, including working with recipients to finalize terms of their grants.

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[11] Conditional offers may be made for a variety of reasons, including (but not limited to): adjustments to storyboard concept/residency workshops, schedule, or budget; confirmation of additional funding. Exceptions, changes, or other actions required of the applicant would be outlined in the conditional award offer and built into the grant agreement as appropriate.

Scoring & Evaluation Criteria

Complete Film Grant proposals are evaluated using five overarching criteria that form the base for making awards decisions:

1. ***Directorial Record:*** This criterion addresses the professional qualifications of individual or organizational applicants, including a review of their past work.

2. ***Storyboard Concept:*** This criterion addresses the degree to which proposed projects highlight topics relevant to the United Arab Emirates and Gulf region and the cohesiveness of the story's development at the time of application.

3. ***Creativity:*** This criterion addresses the creative decision-making aspects of the film's production.

4. ***Film Practicality:*** This criterion addresses whether projects are likely to succeed and whether applicants have realistic understandings of the local context and production timelines.

5. ***Budget & Resource Needs:*** This criterion addresses applicant expectations of the Foundation's financial and in-kind support for implementing proposed projects.

Complete Artist Residency proposals are evaluated using five overarching criteria that form the base for making awards decisions:

1. ***Artistic Record:*** This criterion addresses the professional qualifications of the applicant.

2. ***Residency Plans:*** This criterion addresses whether proposed residency plans are relevant to the Foundation's work and will be of interest to the Ras Al Khaimah community.

3. ***Creativity:*** This criterion addresses the creative portfolio and originality of the applicant's artistic approach.

4. ***Practicality:*** This criterion addresses whether residency objectives and activities are likely to succeed and whether applicants have realistic understandings of the local context.

5. ***Budget & Resource Needs:*** This criterion addresses applicant expectations of the Foundation's financial and in-kind support for the residency.

To accompany their overall evaluations, reviewers also provide their feedback on whether individual proposals should be considered for award funding. Reviewers are encouraged to make any notes they deem necessary to support their ratings or award recommendations. The designated Grant Manager works with the Arts & Community Engagement Department to prepare an overall review summary on each proposal to facilitate the final award decisions.

5.3 Community Impact Grants

Community Impact Grants are competitive and reviewed using the same process and criteria, regardless of funding tier: Individuals, Organizations, Collaborations, and Partnerships. Applications are accepted and reviewed on a rolling basis during the fiscal year until the allocated budget has been fully spent.

<u>Review & Awards Process</u>

- Upon submission, the designated Grants Manager conducts a preliminary review to check for completeness and ensure applications broadly meet associated eligibility requirements. Applicants are generally given an opportunity to submit any missing materials by a stated deadline. Complete proposals that pass this initial check then enter the formal review process for funding consideration.

- The Foundation undertakes a review panel approach that includes members of the Innovation Department and management team. The panel evaluates proposals against the Foundation's established criteria and scoring instructions.

- Scores and feedback are compiled to make formal decisions on each proposal. Inclusions and exceptions for all extended offers are noted during this process.
  - Applicants receive one of three possible responses on their proposal:
    - No Award – applicants are informed their requests were unsuccessful and provided feedback from the reviewers as relevant.
    - Conditional Award – applicants are offered funding assuming they address issues identified during the review process.[12]
    - Unconditional Award – applicants are offered funding based on their proposals as submitted.
  - The Foundation prioritizes awards based on application strength across the funding tiers. Accordingly, the annual budget can be redistributed across the different tiers depending on the number and quality of applications received. Similarly, a portion of the annual budget may go unused if only a few proposals are deemed worthy of funding.
  - The Foundation generally prioritizes awards to new entities or individuals, and will usually only award one grant to an organization in a given year (even if multiple proposals are received from different individuals). Exceptions can be made if there are two equally strong and compelling proposals focused on different issues considering the overall applicant pool.

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[12] Conditional offers may be made for a variety of reasons, including (but not limited to): budget or proposal adjustments, coordination with additional partners, unconditional admission to M.Ed. program. Any exceptions, changes, or other actions required are outlined in the conditional award offer and built into the award agreement as appropriate.

- The entire review process typically takes four (4) weeks and applicants are informed of the award decisions shortly thereafter. The Innovation Department notifies and secures award acceptances, including working with recipients to finalize the terms of their grants.

<u>Scoring & Evaluation Criteria</u>

Complete proposals are evaluated using five criteria that form the basis for making award decisions:

1. ***Professional Record:*** This criterion addresses the professional qualifications of individual or organizational applicants.

2. ***Relevance & Significance:*** This criterion addresses whether proposed projects are relevant to the Foundation's priorities and will address identified community needs to support and benefit the development of Ras Al Khaimah.

3. ***Preparation & Practicality:*** This criterion addresses whether applicants have realistic expectations and the necessary capacity to successfully complete proposed projects.

4. ***Budget & Resource Needs:*** This criterion addresses expectations of the Foundation's financial and in-kind support (Individual, Organization tiers), as well as the financial and in-kind support from applicants and other organizations (Collaboration, Partnership tiers).

5. ***Partnership Potential:*** This criterion addresses applicants' prior involvement with the Foundation and the role projects can play in building a stronger network of individuals and institutions committed to Asset Based Community Development in Ras Al Khaimah.

To accompany their overall evaluations, reviewers also provide their feedback on whether individual proposals should be considered for award funding. Reviewers are encouraged to make any notes they deem necessary to support their ratings or award recommendations. The designated Grant Manager prepares an overall review summary on each proposal to facilitate the final award decisions.

6 | Award Details & Exclusions

Inclusions, deliverables, and exceptions associated with successful grant applications will be documented in a formal Award Contract signed by the award recipient(s) and Foundation. This includes identifying the party responsible for administration of award funds and ownership details for any equipment purchased as part of an award. Original Award Contracts are added to the award files and copies are provided to recipients for their records.

Evaluation of Requested Budgets

Foundation grant awards are modest compared to funding offered through other local and international entities. As such, budgets are critically evaluated during the application review process. When possible, applicants should submit supporting documentation (e.g. quotations) and show calculation assumptions to demonstrate how the value of specific line items is reached. Reviewers are also instructed to flag budget items that seem excessive or unnecessary, and such questions must be addressed before a conditional award offer becomes unconditional. See **Appendix D** for the relevant budget templates applicants should complete during the submission process to support their proposal.

General Exclusions

To maximize the strategic impact of the Foundation's funding, the following items are excluded from award coverage:

- University overhead expenses or other indirect cost recoveries
- Salaries or stipends for faculty, researcher, or project leader time
- University tuition or fees (e.g. Doctoral Grants)
- Business class air tickets
- Conference attendance to present research results
- Journal processing fees (unless for high-quality journals to provide open access articles)

Case-by-Case Exclusions

In addition, reviewers often question inclusion of the items below. It is therefore important for applicants to demonstrate why such items are required for a project's successful implementation and note when they do not have access to such items through their university or organization:

- Technology or software purchases
- Journal subscriptions for literature reviews
- Equipment rentals and purchases
- Research or project participant gifts
- External consultants or experts

The Foundation retains responsibility for administering grant funds when an individual recipient is the award agreement signatory (e.g. doctoral students, academics, film directors, artists). The Foundation generally transfers award funds and designates external entities as responsible grant managers when awards are made directly to an organization (e.g. government departments, nonprofits) or when a recipient's university or organization signs the agreement on their behalf.

For Foundation managed grants:

- Depending on grant inclusions, terms, and conditions outlined in the Award Contract, the Foundation will distribute funds as:

  - Cash or electronic transfers to award recipients
  - Reimbursements upon submission of receipts to award recipients
  - Direct vendor payments upon invoice

- Grant payment schedules vary and are outlined in a recipient's Award Contract. Funds may be apportioned for release at the onset of an award, when progressive milestones are reached, and after final deliverables are produced.

- Going exchange rates will be used when a currency other than dirhams (AED) is required. Such payments will be made electronically and grouped when possible to avoid excessive fees.

- Once grant funds are disbursed, recipients are responsible for managing their project expenses based on the inclusions outlined in their Award Contracts. The Foundation will not provide additional resources for poorly estimated project budgets or mismanaged funds.

- The Foundation realizes budgetary needs may vary during project implementation from those outlined in the original proposal:

  - Recipients may reallocate funds among line items specified in the Award Contract if they notify their Grant Manager in writing and provide justification, confirming the reallocation will not negatively impact anticipated project outcomes (**Appendix J7**). Budget reallocations should also be noted in any required progress reports.

  - When a reallocation is desired for a new expenditure not listed in the Award Contract, recipients must make advance reallocation requests in writing and provide justification to the Grant Manager (**Appendix J7**). The Grant Manager, in consultation with Foundation management, has authority to approve such line-item reallocations assuming they remain within the Award Contract's overall total budget. Reallocation requests requiring additional funds beyond the initial grant award can only be approved by the Foundation's Executive Director (See Section 14).

- Failure to comply with appropriate reallocation procedures or misuse of funds may result in cancellation of the award and full or partial repayment of the grant to the Foundation.

- If funds are issued as a cash advance for a specific purpose and indicated in the Award Contract, recipients must submit receipts and any remaining balance to the Foundation to account for the total amount of the advance as per Foundation policies.

For grants where administration is transferred to an external entity:

- The award recipient's institution is expected to designate a Grant Manager and follow its financial policies and procedures in handling payments and general management of the grant award.

- Foundation funding should be used for direct, project-based expenses only and should not be used to cover university or organization overhead costs. If overhead costs are incurred, recipients will need take such costs from their approved award budgets and adjust their line-item allocations of the remaining funds accordingly. Such instances should also be documented in any required progress reports (see below).

- Going exchange rates will be used when funds are transferred outside the UAE in a currency other than dirhams (AED). Such payments will be made electronically and grouped when possible to avoid excessive fees. Beyond the original transfer, any future exchange rates incurred for fund transfers/payments between countries will need to be covered from the approved budget. Recipients may therefore need to adjust their project budgets to account for such costs.

- Recipients and institutional Grant Managers are expected to respond to Foundation information requests regarding grant awards in a timely manner, including prompt submission of progress reports, fund utilization reports, and milestone deliverables outlined in the Award Contract. As necessary, recipients are responsible for coordinating with their institutional Grant Managers for meeting information request deadlines. Failure to comply may result in cancellation of the award and full or partial repayment of the grant to the Foundation.

- The Foundation realizes budgetary needs may vary during project implementation from those outlined in the original proposal:

  o Recipients may coordinate with their institutional Grant Manager to reallocate funds among line items specified in the Award Contract. Such reallocations should be noted in progress reports with justification, including confirmation the reallocation will not negatively impact anticipated project outcomes.

  o When a reallocation is desired for a new expenditure not listed in the Award Contract, recipients must make reallocation requests in writing to the Foundation's Grant Manager and provide justification (**Appendix J7**). The Grant Manager, in consultation with Foundation management, has authority to approve such line-item reallocations assuming they remain within the Award Contract's overall total budget. Reallocation requests requiring additional funds beyond the initial grant award can only be approved by the Foundation's Executive Director (see Section 14).

- Failure to comply with appropriate reallocation procedures or misuse of funds may result in cancellation of the award and full or partial repayment of the grant to the Foundation.

8 | Logistics Coordination for Visiting Scholars

This section addresses logistical issues associated with hosting international grant recipients at the Foundation as visiting scholars. Visiting scholars are individuals or organizations who have been awarded Doctoral Research Grants, Faculty Research Grants, Seed Grants, or Artist Residencies to carry out research or projects in Ras Al Khaimah. Topics addressed in this section may also have limited relevance to other locally-based grant recipients. See **Appendix J5** for the Acceptance & Orientation Checklist for new arrivals.

    8.1 Primary Foundation Contacts
    8.2 Health Insurance and Emergency Contacts
    8.3 Transportation
    8.4 Accommodation
    8.5 Visas
    8.6 Translation
    8.7 Organizational Affiliation
    8.8 Other Support

8.1 Primary Foundation Contacts

- The relevant category Grant Manager is the main point of contact for visiting scholars and is the first person scholars should go to when seeking assistance from the Foundation. For international scholars, the HR Grant Coordinator is a secondary contact for travel and accommodation support as needed. The names and contact details for the relevant Grant Manager and HR Grant Coordinator are noted in award contracts.

- Grant Managers will coordinate with other Al Qasimi Foundation staff as necessary to ensure scholar needs are met.

- Scholars should not request direct assistance from departmental staff (e.g. accounting, human resource, translation) unless they have been told to do so by their Grant Manager. This would only happen after the Grant Manager has informed staff that a scholar will be coming to them for a specific reason.

- Grant Managers are generally associated with the departments responsible for overseeing specific grant categories. In addition to the Research Grant Manager, research scholars may be assigned an additional contact in the Research Department to liaise with on research-related questions and issues. Similarly, artists may be assigned an additional contact in the Arts & Community Engagement Department for studio or workshop-related needs.

8.2 Health Insurance and Emergency Contacts

- All visiting scholars are required to maintain full medical coverage that is valid in the UAE for the duration of the Award Period as outlined in the Award Contract. Scholars should provide a copy of their medical coverage to the Foundation upon arrival, which will be added to their award file.

- Scholars waive all liability of the Foundation and its staff, partners, and affiliates should unforeseen events or illness occur during their time in Ras Al Khaimah and the UAE.

- Once established, scholars should provide the Foundation with a UAE mobile number in case they need to be reached outside normal office hours.

- Scholars must provide the name, relationship, phone number(s), and e-mail address(es) for at least one emergency contact in their country of origin (**Appendix J6**).

8.3 Transportation

Except for doctoral students, visiting scholars are generally responsible for making their own international and local travel arrangements as relevant to their awards. See **Appendix I** for a list of recommended travel-related service providers (e.g. car rentals, drivers, accommodation).

8.3.1 Air Tickets

- When relevant, air tickets as grant inclusions are for round-trip economy airfares from a scholar's country of origin. Scholars are free to select preferred carriers, flight itineraries, and seating options when they make their reservations. Should scholars wish to upgrade to a business class ticket or include additional destinations in their itineraries, they are responsible for using miles or otherwise covering the fare difference from personal funds outside of the grant award.

- Once an air ticket has been confirmed, visiting scholars should send a copy to the HR Grant Coordinator and their designated Grant Manager. This will then be added to the recipient's award file and shared with the administration team so preparations can be made prior to a visiting scholar's arrival in Ras Al Khaimah.

8.3.2 Airport Transfers

- UAE airport transfers at the beginning and end of field research or residencies are considered eligible expenses for grant inclusion. Doctoral scholars can arrange for an airport pickup with the HR Grant Coordinator, but all other visiting scholars should make their own arrangements for reaching Ras Al Khaimah when they arrive in-country; the airport taxi stand is a convenient and easy option.

- Pending driver availability, visiting scholars can arrange for a Foundation driver to bring them to the Dubai or Sharjah airports at the end of their field research or residency based on their confirmed flight itinerary. The airport transfer should be requested at least one week in advance of the scheduled departure. If scholars plan to stay in Dubai for a few days prior to their flight, another drop-off destination (e.g. hotel) may be possible. The Foundation will provide driver references for airport transfers to Abu Dhabi.

- Scholars are responsible for arranging airport transfers (at their own expense) for any additional travel plans that may fall during their time in Ras Al Khaimah. This would include conferences, travel to other data collection sites in the region, or sightseeing plans. The Foundation can provide references for reliable drivers as needed.

8.3.3 Local Ground Transportation

- For visiting scholars who are only in country a few days, taxis are the easiest and most convenient option for getting around Ras Al Khaimah. Alternatively, the Foundation can provide references for reliable drivers for scholars to hire.

- When a car rental is included as part of a grant award, the funding covers an economy-class (Doctoral Grant) or compact-class (Faculty/Seed Grants/Artist Grants) car with associated insurance. Scholars may upgrade to a larger vehicle at their own expense.[13]

- Visiting scholars are assumed to have a driving license that is valid for renting a car on a tourist or visit visa in the UAE. The Foundation will not cover costs associated with gaining an international or UAE driving license.

- If a car rental is listed as a grant inclusion but the scholar is unable (or prefers not) to drive in the UAE, they may redirect the funding to cover taxis, bus fares, and hiring drivers as relevant.

8.4 Accommodation

- When Foundation accommodation is offered as part of a grant award, it is only for the visiting scholar. It does not include accommodation for spouses/significant others or dependents. Exceptions to this policy will be considered on a case-by-case basis depending on the circumstances and accommodation availability. Scholars must raise the possibility of accommodation for additional individuals and file a formal exception request during the grant inclusions confirmation process (see Section 14). Similarly, funds for hotel accommodation are based on one room per night for the visiting scholar unless the approved grant budget included additional hotel rooms/nights for other project collaborators.

- International visiting scholars and those staying in Ras Al Khaimah for extended periods of time receive priority when booking space in the Foundation's visitor apartments.

  - To check the Foundation's visitor apartment availability and make reservations, scholars should contact the HR Grant Coordinator.

  - Scholars planning shorter stays may reserve the apartments pending availability but will otherwise need to arrange their own accommodation at a local hotel, vacation rental, or similar. Hotel nights included in a grant award are based on moderately priced options that are clean, comfortable, and conveniently located to the Foundation. Should visiting scholars prefer to upgrade to an alternative hotel or accommodation option, they may do so at their own expense.

  - Recipients should inform the HR Grant Coordinator and their respective Grant Manager of where they will be staying (Foundation apartment or hotel name), including check-in/check-out dates once accommodation is confirmed.

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[13] Exceptions to vehicle class and maximum rates will be considered for projects requiring extensive driving or access to remote areas where roads may require higher vehicle clearances (e.g. small SUV). Such exceptions will be confirmed during the award confirmation process and outlined in the agreement as applicable.

- The Foundation maintains several furnished apartments for hosting visiting scholars (and interns).

  o Apartments may have one or two bedrooms, and each bedroom has a single double/queen bed. All bedrooms have locks on the door and include an attached, en-suite private bathroom. In two-bedroom apartments, kitchen and living room areas are considered common spaces.

  o Depending on the visiting scholar (and intern) calendars, there is a strong chance two-bedroom apartments will be mixed gender. The Foundation tries to minimize overlaps that require apartment sharing for visiting scholars, but interns should expect to share for longer periods of time.

  o Prior to a visiting scholar's arrival in Ras Al Khaimah, the HR Grant Coordinator will share information on the Foundation's apartment building, including its name, location, and assigned apartment number. The HR Coordinator will also provide a code for the key box outside the apartment's door for gaining initial entry. A visitor guide with further information on the assigned apartment and associated maintenance logistics will also be shared.

  o While the Foundation provides a twice monthly cleaning service, scholars are expected to be considerate of others and keep shared spaces clean, including washing their dishes, doing their laundry, and keeping their belongings organized.

  o The apartments are strictly smoke-free. Absolutely no smoking may occur anywhere inside the apartments (and is strongly discouraged in building common areas as well). Individuals found smoking in the apartments automatically forfeit the damage deposit and may be asked to find alternative accommodation at their own expense.

  o Absolutely no food is allowed in the bedrooms. Food in the kitchen should be stored in sealed containers or the fridge to minimize pests. Garbage should also be regularly taken out, especially after extensive food preparation.

  o Alcohol is permitted in the apartments, but scholars should be aware that 21 is the legal drinking age in the UAE. Individuals who chose to consume alcohol are accountable for their decisions and actions. They should also remain respectful of flat mates and guests who may have differing views on the subject.

  o The apartments must remain an environment that is conducive to work and research. However, it should also be a place where people feel free to come and go as needed and to invite occasional guests. When sharing two-bedroom apartments, individuals should avoid commandeering common spaces in ways that make others feel unwelcome to spend time in the apartment.

- Occasional overnight guests (such as visiting family and friends) are permissible in Foundation-provided accommodation the stay is less than three nights in duration.

  o Scholars may have no more than two guests staying with them at any given time, and they are fully responsible for the behavior and actions of their guests.

- Scholars should notify the Foundation's HR Grant Coordinator in writing at least one week prior to the arrival of their guests. The communication should include guest name(s), their relationship(s) to the scholar, and their arrival/departure dates. Under certain circumstances, guests may be allowed to stay longer than three nights but this requires an exception from Foundation management (see Section 14).

- As a courtesy, scholars sharing two-bedroom apartments should inform flat mates of potential guests in advance and confirm they are comfortable having the guests in the apartment. Guests are expected to sleep and keep their belongings in the scholar's room. They are not allowed to sleep or keep their belongings in the apartment's common spaces.

- The Foundation retains the right to revoke guest privileges if scholars have steady streams of visitors or the same guests periodically staying 1-3 nights. Guest privileges will also be revoked if guests cause significant accommodation damage or behave in a manner that makes others sharing the accommodation uncomfortable.

- The accommodation provided as part of a grant award are considered Foundation property. Unintentional (wear-and-tear) damage should be immediately reported. Visiting scholars will bear all costs and responsibility associated with replacing lost or damaged property that goes unreported.

- Should significant issues with the treatment of accommodation and furnishings arise, the Foundation reserves the right to withhold a portion of the grant award as a damage deposit. For doctoral scholars, the Foundation also reserves the right to inform their dissertation advisors and university.

8.5 Visas

- Visa costs are considered eligible expenses for inclusion in proposal budgets, with the specific visa types and associated amounts varying based on nationality (country of passport issue). Visa costs will likely be incurred at the onset (e.g. advance tourist visas) or after 60 days (e.g. on-arrival visas). If a visiting scholar has requested visa costs in their proposed budget they will be outlined in the Award Contract.

- Given the limited visa schemes available in the UAE and potential liabilities incurred, most scholars will join the Foundation under a tourist visa. Scholars who will be in-country for at least six (6) months may qualify for a consultancy visa. Only Fulbright Scholars are eligible for direct sponsorship given the scholarship program's requirements of host institutions.

- As applicable, scholars eligible for a tourist on-arrival visa will need to arrange for online renewals, travel outside the UAE, or visa runs every 60 days to renew their status. The scholar is responsible for tracking the number of days remaining each month and coordinating online renewals and visa runs as necessary with the HR Grant Coordinator.

- For scholars requiring an advance tourist visa, the Foundation will assist with the application process to secure a visa that will cover the scholar's stay in the UAE during the Award Period.

8.6 Translation

- Although Arabic language skills are an asset for conducting research and art workshops in Ras Al Khaimah and the UAE, they are not required for grant eligibility.

- The Foundation offers scholars basic English/Arabic translation support for written materials. This includes survey instruments, introductory research summaries, and formal letters as needed.

- The Foundation will arrange for in-person translation of art workshops, and may be able to facilitate occasional translation support for other types of in-person exchanges such as meetings or school visits. However, such requests need to be discussed with the Grant Manager in advance and arranged with sufficient notice.

- Scholars requiring additional or more regular English/Arabic translation support (or translation support in another language) should specify such needs during the time of their grant application. Should the Foundation agree to offer additional translation support, it will be outlined in the Award Contract.

- Scholars who fail to disclose the full extent of their translation needs may need to hire an outside translator at their own expense. In such instances, the Foundation can provide referrals for reliable translators.

8.7 Organizational Affiliation

- Visiting scholars are considered to have a loose affiliation with the Foundation, which is formally documented through inclusion of a professional profile on the organization's website. However, the specific research or project undertaken and views expressed are deemed independent of this affiliation and belong solely to the visiting scholar—the Foundation will not take ownership or responsibility for them.

- Scholars must sign the Foundation's standard confidentiality and non-disclosure agreement when they accept their award. The original confidentiality agreement is added to the award file and a copy is provided to recipients for their records. Refusal to sign the confidentiality agreement will result in forfeiture of the grant award.

- The Foundation does its best to help scholars secure access to key individuals or organizations relevant to their projects. Depending on the dynamics at play, scholars may find there are benefits to using their home institution vs. Foundation affiliation. Scholars should discuss the strategic benefits and drawbacks of highlighting their different affiliations with the Grant Manager in order to increase the likelihood of successful access.

- The Foundation will provide scholars with a letter of introduction that can be used when initially contacting individuals or organizations relevant to the recipient's project.

- If scholars anticipate needing business cards, they should bring them from their home institution or make personal cards on arrival (at their own expense) as these will not be provided by the Foundation.

- Scholars should expect to use a personal e-mail address or one provided by their home university or organization as the Foundation will not provide an e-mail account.

8.8 Other Support

- The Foundation provides visiting scholars with office or studio space, including phone and internet connections. Basic office supplies are also available through request to the Grant Manager.

- Scholars should provide their own laptop for daily use. They will receive assistance establishing access to the Foundation's printer network. Scholars are asked to be mindful of how much they print and to print double-sided when possible.

- The Foundation has licenses for several specialized software packages capable of analyzing quantitative and qualitative data (e.g. NVivo and SPSS). Although staff and Foundation projects take priority, scholars may arrange to use these tools through the Grant Manager.

- Scholars have access to materials in the Foundation's research library during normal office hours. Should they wish to take materials from the library, they can temporarily check them out through the Grant Manager. All materials must be returned prior to departure. Failure to do so will result in charges to replace unreturned items.

- The Foundation will provide scholars access to its collaboration network and share contact lists of individuals and organizations relevant to their projects. In some instances, the Foundation may go so far as providing virtual introductions. It remains the responsibility of visiting scholars, though, to follow-up and arrange their own appointments.

- The Foundation can provide recommendations for local travel arrangements in the UAE, such as conveniently located and reasonably priced hotels, travel times and routes, and reliable drivers. However, scholars are responsible for arranging their own logistics and paying vendors from their grant funds.

The Foundation strives to ensure visiting scholars experience a smooth transition to Ras Al Khaimah and the UAE. The designated Grant Manager and HR Grant Coordinator will facilitate a short induction in collaboration with relevant staff on a scholar's first official day. The induction generally addresses:

- Staff introductions and office tour
- Highlights of Foundation's organizational culture
- Review and formal signing of Award Contract and Confidentiality Agreement
- Collection of emergency contacts and health insurance forms
- Technology support (printer set-up, door access/finger print scans, SignIn App credentials)
- Health and safety overview
- Picture for website profile
- Introductions to preferred vendors for hiring a rental car
- Provision of "Living in Ras Al Khaimah" guidebook
- Addressing visiting scholars' questions

In addition, the induction covers Foundation policies and procedures that apply to visiting scholars:

- **Office hours** – Although scholars are largely free to set their own schedules and to come and go as they please, they should be mindful of staff availability for providing assistance. The Foundation's standard work hours are Monday-Friday from 8:30 a.m. to 5:00 p.m. Quiet time is observed each morning from 9:00 a.m. until noon, and scholars should avoid interrupting staff or scheduling meetings with staff during this period.

- **Building access** – The RAK Gas Building is generally open from 7:00 a.m. to 7:00 p.m. Monday-Friday. Occasional building access outside of these times or on the weekend can be provided if needed, but scholars should coordinate such requests with their Grant Manager and HR Grant Coordinator in advance.

- **Dress code** – At a minimum, dress should be clean, neat, and professional. Thursdays are casual days on which jeans and less formal attire may be worn. Women should avoid low-cut tops and skirts above the knee; shoulders should also be covered.

- **Lunch** – The Foundation provides a light lunch from 12:00-1:30 each day. Visiting scholars are welcome to join staff for the meal and socialize. Lunch conversations often prove an ideal time to learn more about Ras Al Khaimah and the UAE in terms of addressing practical day-to-day needs or gaining advice on how to approach research issues.

- **Mobile phones** – Please switch mobiles to silent or vibrate when in the office to avoid disrupting others.

- **Smoking** – The Foundation offices (and RAK Gas Building) are smoke-free. Smoking is not permitted indoors at any time. Visiting scholars should position themselves at least 5 meters from an entrance when taking smoke breaks outside. Cigarette stubs should be thoroughly extinguished and discarded in a rubbish bin.

10 | Communications & Media Relations

Award recipients are expected to be pro-active in their communications with the Foundation before, during, and after the Award Period and should respond to information requests in a timely manner. They also consent to being profiled in Foundation communication materials to highlight their research and professional experience in Ras Al Khaimah and the United Arab Emirates. This potentially includes the Foundation's website, brochures, annual reports, and press releases:

- All current visiting scholars will have a bilingual written profile on the Foundation's website in the "Our Team" section. Inclusion of a picture is encouraged but not required.

- Grant recipients may be asked to complete a short video or podcast interview toward the end of their awards or time in Ras Al Khaimah. The interviews will be edited to post on the Foundation's respective YouTube and Buzzsprout channels, and potentially embedded on different pages of the Foundation's website. Such video and podcast profiles may also be featured in one of the Foundation's electronic newsletters or social media posts.

- Depending on the research topic or duration of their project, recipients may be asked to write or significantly contribute to a feature article highlighting their work for the Foundation's quarterly newsletter or blog. In such instances, the Arts & Community Engagement Department works closely with the scholar on the article's theme, tone, and structure. Once a reasonable draft is complete, the Arts & Culture Department is responsible for the editing process. Scholars have a chance to review the final version before the article is published.

- Occasionally, a grant recipient's research or project may address an issue that is considered newsworthy by local media. In such instances, the Foundation may create a press release or connect the recipient with a specific reporter. Recipients should keep their Grant Manager and the Foundation's Communications Manager apprised of interview outcomes and publishing timelines. They should also share a copy of the final article or interview for inclusion on the Foundation's website and social media channels when it becomes available.

- If grant recipients receive direct media requests for a story, they should inform their Grant Manager and the Foundation's Communication Manager. They should also provide a link to the final article or interview for inclusion on the Foundation's website and social media channels when it becomes available.

Award recipients generally have a number of deliverables associated with their grants, which are documented in the formal Award Contract. Recipients are expected to meet any stated deliverable deadlines and to proactively communicate with their Grant Manager if it appears an extension may be needed. All deadline extension requests/approvals must be formally documented in writing so that they can be appended to the original Award Contract. Failure to meet deadlines or produce deliverables may result in partial or full award cancellations or repayments.[14]

Deliverables are tailored to specific grant awards, and the most common are detailed in this section:

11.1 Policy and Working Papers
11.2 Strategic Reports
11.3 Podcasts and Blog Entries
11.4 Majlis Sessions
11.5 Other Workshops

11.1 Policy and Working Papers

- Policy papers are relatively short documents (approximately 3,500 words) that address current policy issues and propose courses of action based on research findings. Decision makers are the primary audience for policy papers, but secondary audiences may include journalists, diplomats, administrators, researchers, and community stakeholders as well.

- Working papers are longer documents (minimum 5,000 words) that address a research question and discuss relevant background literature, methodologies, data analysis, and results. Academics and researchers are the primary audience for working papers.

- The findings and conclusions expressed in policy or working papers are solely those of the authors. They are not attributable to the Foundation.

- Award recipients should discuss the foci and outlines of their papers in advance with the Foundation's Managing Editor and Research Department. This helps to clarify expectations and facilitates a smooth writing and editing process. It also affords opportunities to brainstorm the best means for presenting potentially sensitive findings to reduce the likelihood of censorship or dismissal by local decision makers.

- The Foundation follows the American Psychological Association (APA) standards of style and citation. Award recipients are expected to adhere to APA standards as well as the Foundation's specific guidelines for policy and working papers. The Grant Manager or Managing Editor will provide award recipients with copies of all relevant guidelines to facilitate writing of their papers.

- Award recipients should submit a reasonable draft of their paper(s) to the Managing Editor prior to the end of the Award Period for addition to the Foundation's editorial calendar.

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[14] The exact amount will be determined based on the deliverables or conditions that were not met and shall be at the sole discretion of the Foundation.

- All submitted papers go through several rounds of academic editing to address content and style issues. Award recipients are expected to respond to comments and requested changes in a timely manner and meet any deadlines set during the editorial process.

- The Foundation is committed to the open access of information and building the amount of high-quality research publicly available on Ras Al Khaimah, the United Arab Emirates, and the broader region. All policy and working papers will be published on the "Publications" section of the Foundation's website and its Academia.edu profile. Select papers may also be translated into Arabic or printed for distribution to local policy makers and university libraries.

- For education-related research, recipients may be given the option to write an article for the Foundation's peer-reviewed journal, *Gulf Education and Social Policy Review* (GESPR), in lieu of a policy or working paper. After publication in GESPR, the article could be adapted and turned into a subsequent policy paper to reach a broader audience.

11.2 Strategic Reports

- There may be occasions when a policy or working paper is not a suitable channel for conveying the results of a project. In such instances, award recipients may be requested to submit information in an alternative reporting format.

- Requests for alternative reports will be discussed in advance and specific guidelines will be given that are appropriate for the project's context.

- Award recipients should submit their reports to the Grant Manager, who will provide feedback on next steps and outline any modifications to the normal editorial process.

- Depending on the final format and anticipated audience, alternative reports may be published on the Foundation's website or shared through other appropriate platforms.

11.3 Podcasts and Blog Entries

- Podcasts and blogs are used to reach broader audiences and increase awareness for the Foundation's work and that of the grant recipients it sponsors. The findings and conclusions expressed in podcasts and blog entries are solely those of the authors. They are not attributable to the Foundation.

- Podcasts are recorded interviews with the Foundation's Digital Media Specialist or a member of the Research Department. Interview questions are determined in advance and may broadly highlight the project or focus more on specific aspects or findings.

- Blog entries are generally short (approximately 500-800 words) and maintain a more informal tone as they highlight one aspect of a larger project or research topic. Award recipients should discuss the timing, focus, and outlines of their blog entries in advance with the Foundation's Digital Media Specialist. This helps to clarify expectations and facilitates a smooth writing and editing process.

- Blog entries should be submitted directly to the Digital Media Specialist and will likely go through a round of editing to address content, tone, and style issues. Award recipients are expected to respond to comments and requested changes in a timely manner.

- Podcasts are published through Buzzsprout on the Foundation's [Spotify](#) and [Apple Podcast](#) channels, which includes a feed on the Foundation's website. Blogs are published on the Foundation's website in the "[Publications](#)" section. Social media posts are used to further disseminate the reach of podcasts and blogs.

11.4 Majlis Sessions

- Majlis sessions are public presentations that highlight a recipient's research findings and associated policy recommendations. A significant portion of the session should be devoted to the interactive exchange of questions and ideas in order to retain the informal conversation of a traditional Emirati majlis setting. The primary audiences for majlis sessions are relevant decision makers and interested community stakeholders.

- Award recipients should discuss the focus of their majlis in advance with the Research Department to ensure the session's relevance and accessibility to a largely general (and bilingual) public audience. A Research Department staff member will ensure award recipients receive a copy of the majlis guidelines to assist in preparing their preparations.

- Majlis sessions should be scheduled through the Research Department with the Arts & Community Engagement Department at least one month in advance. The date selected should be at least 10 days prior to the end of the Award Period or a scholar's departure.

- Award recipients should provide the Arts & Community Engagement Department with a short abstract or summary of their session. This summary will be translated into Arabic and used for promotional purposes on the Foundation's website and distribution over e-mail.

- All slides and handouts must be submitted one week before the scheduled majlis for translation. Recipients will receive an update on the number of expected guests and their language preferences at this time as well.

11.5 Other Workshops

- Art and other special workshops or presentations may be requested based on the type of award (e.g. Artist Residencies, Local Grants). Such requirements are usually outlined in the Award Contract and/or discussed in advance. Specific guidelines will be given that are appropriate for the circumstances and audiences involved.

- Workshops should be scheduled through the Grant Manager with the Arts & Community Engagement Department at least one month in advance. The date selected should be at least 10 days prior to the end of the Award Period or a scholar's departure.

- Award recipients should work on logistics and promotional considerations with the Grant Manager, or as relevant, the designated contact person in the Innovation or Arts & Community Engagement Departments.

- All slides and handouts must be submitted one week before the scheduled workshop for translation. Recipients will receive an update on the number of expected guests and their language preferences at this time as well.

12 | Extensions & Funding Cancellations

Unusual situations may arise when a previously accepted grant award must adjust its timeline or be declined, substantially reduced, or completely cancelled. Such decisions can be initiated by either the award recipient or Foundation. The decision—as well as its associated consequences (e.g. required actions, re-payments)—must be documented in writing.

- Recipients should keep their Grant Manager apprised of their progress and provide EARLY notification if they are falling behind in ways that jeopardize their ability to meet deliverable deadlines outlined in the Award Contract. Formal requests for an extension or timeline adjustment must be made in writing (see Section 14). The Foundation will review the situation and determine whether an extension is appropriate. If approved, the decision will be documented in writing and considered as an amendment to the original Award Contract.

- Recipients are required to inform their Grant Manager immediately of any changes to their employment status, as this may impact conditions outlined in the Award Contract and/or their continued eligibility for the award. Assuming recipients are in good-standing, the Foundation will make every effort to work with them so they can continue the project. Depending on the situation and structure of the Award Contract, a current award may need to be closed and re-opened under a new agreement.

- Recipients wishing to decline a previously accepted award must file a formal petition in writing (see Section 14). If no expenditures have been incurred, the Foundation will cancel the award without prejudice. If the Award Period has officially begun, the recipient may be required to repay (in part or full) any expenditures that have been incurred. Repayment decisions will be made based on the circumstances involved and are at the sole discretion of the Foundation's management.

- The Foundation seeks to provide feedback and maintain open communication with recipients in order to prevent situations from arising that could affect the status of their awards. In rare but serious situations, the Foundation will consider reducing or cancelling grant awards if recipients:

  - Fail to make adequate progress toward meeting the conditions and deliverables outlined in their Award Contracts;
  - Demonstrate intentional personal, professional, or ethical misconduct;
  - Jeopardize the Foundation's community relationships and the ability of future recipients to conduct research or projects in Ras Al Khaimah;
  - Violate UAE laws; or
  - Engage in behavior that is deemed harassing, racially, or sexually offensive to Foundation staff or community partners.

- Before an award is reduced or cancelled, the Grant Manager will issue a formal warning in writing and meet with the recipient to discuss the specific issues that have arisen. Recipients typically have an opportunity to respond in writing, and depending on the severity of the situation, will be given an opportunity to improve their performance. All written exchanges between the Foundation and recipient will be added to the award file.

- If a recipient fails to show improvement and continues to have serious issues after the formal warning process, the Foundation reserves the right to reduce or cancel the recipient's award. Award reductions and cancellations are at the sole discretion of the Foundation's management and may include full or partial repayment of award expenditures depending on the circumstances involved. The decision will be formally documented in writing and added to the recipient's file.

- Under exceptional circumstances for very serious infractions, the Foundation reserves the right to bypass the normal warning process and immediately cancel a recipient's award. Again, this is at the sole discretion of the Foundation's management and may include full or partial repayment of award expenditures. The decision will be formally documented in writing and added to the recipient's file.

13 | Award Closures & Departures

At the conclusion of the Award Period, the Grant Manager will facilitate the formal closure of each award recipient's file and confirm that all award conditions have been met. The steps involved will vary based on the type of grant awarded and if an individual is based locally or internationally. In general, the closure and departure process will include:

- Return of Foundation property
- Final payments and reimbursements
- Formal and informal feedback on award recipient experience (e.g. exit interviews, surveys)
- Verify and update recipient's contact information
- Letter confirming successful completion of award requirements and submission of all deliverables
- Accommodation review (as applicable)
- Airport transfer arrangements (as applicable)
- Visa cancellation (as applicable)
- Addressing any remaining award recipient questions (as applicable)

14 | Exceptions

Any exceptions to the policies outlined in this manual or to a recipient's Award Contract require the express approval of Foundation management. Grant applicants and recipients wishing to request an exception must file a petition in writing with their Grant Manager. Written petitions must include:

- Background on petitioner's individual circumstances;
- Exception being requested and why the exception is needed;
- Supporting documentation from petitioner's university, employer, and/or RAK government leaders (as applicable); and
- Other information requested by the Foundation.

Once a decision is made regarding a petition, Grant Managers will communicate this to the applicant or recipient in writing. Any petitions that are granted will be documented in the petitioner's application file, award offer approval form, award contract, or existing award file based on the petitioner's status with the Foundation (applicant, successful applicant, recipient).

15 | Appendices

Most appendices are internal working documents used by staff to support grant administration, and where relevant, are only applicable to award recipients. They also undergo regular revision. To request the most current version of an appendix section listed below, please contact the designated Grant Manager at the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research.

Appendix A| Glossary of Terms   **(included in handbook, page 39)**

Appendix D| Application Budget Templates

    D1   Doctoral Research Grant Budget
    D2   Faculty Research Grant Budget
    D3   Seed Grant Budget
    D4   Film Grant Budget
    D5   Artist Residency Grant Budget
    D6   Community Impact Budget

(available on Foundation website as part of the relevant application instructions)

Appendix H| Research Ethics CITI Training Instructions

Appendix I | Recommended Vendors for Travel Logistics   **(included in handbook, page 41)**

Appendix J | Administrative Forms

    J5   Award Acceptance & Orientation Checklists
    J6   Emergency Contact Form
    J7   Budget Reallocation Form
    J8   Progress Report Template

Appendix L | Deliverable Guidelines

    L1 Policy Paper Guidelines
    L2 Working Paper Guidelines
    L3 Strategic Report Guidelines
    L4 Blog Entry Guidelines
    L5 Al Qasimi Foundation Style Guide
    L6 Majlis Session Guidelines

Appendix A| Glossary of Terms

Applicant –   an individual or organization who is considering or in the process of applying for one of the Foundation's competitive grant opportunities.

Award –   a general term that refers to any grant funding the Foundation offers to a recipient.

Award Addendum –   a formal letter that specifies changes to the conditions set forth in a recipient's original Award Contract. This is usually issued after a successful petition.

Award Contract –   the formal agreement between recipients and the Foundation outlining grant details, such as expectations of recipients, award inclusions, required deliverables and deadlines, award administration, ownership of purchased equipment, and approved exceptions.

Award Period –   the timeframe for which a grant is active. It includes an official start and end date. All required activities and deliverables should be completed within this time period.

Cancellation –   an award that is declined when offered or ends before all grant activities and deliverables have been met. Depending on the circumstances and how a cancellation is initiated, it may require partial or full-repayment for any grant funds that have been spent.

Closure Letter –   a formal letter that officially closes an open grant file. Under normal circumstances, it will indicate successful completion of all grant activities and submission of deliverables. Closure letters will also be issued for cancelled awards, noting any specific conditions associated with the cancellation.

Digital Media Specialist –   the Foundation staff member responsible for working with grant recipients on the multimedia deliverables (e.g. podcasts and blogs) specified in their Award Contracts.

Deliverable –   a general term for any required event, publication, report, or other activity demonstrating progress or successful completion of terms and conditions set forth in the Award Contract.

Director –   an individual eligible to apply for and receive a Film Grant.

End Date –   the day a grant ends. All required deliverables associated with the award or should be completed by this date.

Exception – a decision that reflects an exemption to an existing Foundation policy or eligibility requirement.

Exclusion – an item that is not eligible for coverage in a grant or scholarship award.

Grant – funding provided through a competitive application process to an individual or organization in order to carry out research, or an artistic or community project based on a submitted proposal.

Grant Manager – the Foundation staff member responsible for grant promotion and administration, as well as the main contact for applicants and recipients, for a grant category (research, art and culture, local). The Grant Manager, with approval of the management team, may enlist other staff to support certain aspects of these activities.

HR Grant Coordinator - the Foundation staff member who serves a secondary contact for non-local scholars while they are at the Foundation and in Ras Al Khaimah, providing travel logistics support and assisting with general record keeping and paperwork processing activities as needed.

Inclusion - an item that is eligible for coverage in a grant award and outlined in the formal Award Contract.

Local Recipients – any grant or scholarship recipient who is already based in the United Arab Emirates.

Managing Editor – individual responsible for working with grant recipients on written deliverables (e.g. policy papers, working papers, blogs) specified in the Award Contract

Petition – a request to waive a Foundation policy or make changes to terms and conditions outlined in a recipient's Award Contract.

Recipient – any UAE-based or international individual or organization that receives grant funding from the Foundation.

Research Director – individual responsible for broad oversight of Foundation's various grant opportunities, including policy compliance and budgets.

Start Date – the day a grant begins.

Successful Applicant – an individual or organization who has been offered an unconditional or conditional grant award but whose Award Contract has not yet been finalized.

Visiting Scholars – individuals or organizations based outside the United Arab Emirates who have accepted a competitive grant to carry out research or artistic projects in Ras Al Khaimah.

Appendix I | Recommended Vendors for Travel Logistics

Accommodation

For longer stays, visitors are strongly encouraged to directly call the hotel reception desks to check on monthly and long-term stay rates, which may be lower than what is advertised online.

Hotels (short stays)

- **Hilton Garden Inn**
  Address: Bin Daher St – Al Nakeel - Ras al Khaimah (next to Foundation offices)
  Phone: +971 (0)7 228 8888
  Email: Reservations_HGIRAK@hilton.com
  Website: https://www.hilton.com/en/hotels/rkthigi-hilton-garden-inn-ras-al-khaimah/?SEO_id=GMB-EMEA-GI-RKTHIGI

- **DoubleTree by Hilton Ras Al Khaimah**
  Address: Al Jazaah Rd - Al Seer - Ras al Khaimah (next to Foundation offices)
  Phone: +971 (0)7 226 0666
  Email: Reservations.DTRAK@hilton.com
  Website: https://www.hilton.com/en/hotels/rktdtdi-doubletree-ras-al-khaimah/?SEO_id=GMB-EMEA-DI-RKTDTDI

- **Citymax Hotel Ras Al Khaimah**
  Address: Bin Daher St - Dafan Al Nakheel - Ras Al-Khaimah
  Phone: +971 (0)7 207 3700
  Email: reservations@citymaxhotels.com
  Website: https://citymaxalkhaimah.backhotelite.com/en/?partner=8222utm_source=google&utm_medium=organic&utm_campaign=MyBusiness&utm

- **Hilton Ras Al Khaimah Beach Resort**
  Address: Al Maareedh St - Al Mairid - Ras al Khaimah
  Phone: +971 (0)7 228 8844
  Email: Reservations_RakResort@hilton.com
  Website: https://www.hilton.com/en/hotels/rktrshi-hilton-ras-al-khaimah-beach-resort/?SEO_id=GMB-EMEA-HI-RKTRSHI

Hotel Apartments (for longer stays)

- **Mughal Suites Hotel**
  Address: Al Maareedh St - Al Mairid - Ras al Khaimah
  Phone: +971 (0)7 204 4555
  Email: info@mughalsuites.ae
  Website: https://www.mughalsuites.ae/

Hotel Apartments (for longer stays - continued)

- **Jannah Hotel Apartments and Villas**
  Address: Building 9 Mina Al Arab Rd - Mina Al Arab - Ras al Khaimah
  Phone (local): 800 526624
  WhatsApp: +971 56 996 7770
  Email: book@jannah-hotels.com
  Website: https://www.jannah-hotels.com/ras_alkhaimah/offers/monthly-rates/

- **Action Hotel**
  Address: Ahmad Bin Majid Rd - Al Seer - Ras al Khaimah
  Phone: +971 (0)7 246 5222
  Email: info@actionhotelsrak.com
  Website: https://www.actionhotelrak.com/two-bedroom-family-suite

Local Transportation

Car Rentals

- **Hertz – Al Hamra**
  Location: Al Hamra Jazeera Mall, RAK
  Phone (local): 800 4 3789
  Phone (int'l): +971 7 243 4386
  Email: hertz.rak@alfuttaim.ae
  Website: https://www.hertz.ae/locations/al-hamra-mall/?utm_source=gmb&utm_medium=organic&utm_campaign=GMB

- **Orient Transport**
  Location: RAK City
  Contact Person: Mr. Noble
  Phone (mobile): +971 (0)52 877 2180
  Email: raksales@orienttransport.ae

- **Marmar Rent a Car**
  Location: RAK City
  Contact Person: Mr. Latheef
  Phone (mobile): +971 (0)50 503 3786
  Email: marmarrac@gmail.com

Drivers & Taxis

- **Al Jazeera Limousine Service**
  Location: Ras Al Khaimah but provides drivers for inter-emirate travel
  Contact Person: Mr. Sakeer Mohammed
  Phone (mobile): +971 (0)55 835 3121
  WhatsApp: +971 (0)55 585 4542
  Website: https://www.aljazeeralimo.com/

Drivers & Taxis (continued)

- **Careem/Al Hala (requires app download)**
  Location: RAK and broader UAE
  Website: https://www.halaride.com/city/ras-al-khaimah/ or https://www.careem.com/

- **Al Arabia Taxi – Al Hamra Taxi**
  Location: Ras Al Khaimah and inter-emirate trips originating from RAK
  Phone (local): 800 1700
  Website: http://www.arabiataxi.ae/

- **Dubai Taxi Corporation (DTC)**
  Location: Dubai and inter-emirate trips originating from Dubai
  Phone (local): 800 88088
  Website: https://www.dubaitaxi.ae/

Public Transport (Buses & Metro)

- **RAK Transport Authority Bus Service**
  Location: RAK City
  Local phone: 800 1700
  Website: https://rakbus.ae/
  Bus Routes and Timetables: https://www.rakta.gov.ae/public-transport/

- **Dubai Road and Transport Authority**
  Location: Dubai City
  Local phone: 800 9090
  Email: ask@rta.ae
  Website: https://www.rta.ae/wps/portal/rta/ae/home?lang=en

  Dubai Metro Routes and Timetables: https://www.rta.ae/wps/portal/rta/ae/public-transport/timetable#DubaiMetro

  Dubai Bus Stations: https://www.rta.ae/wps/portal/rta/ae/public-transport/dubai-bus-station/