CENTER FOR GLOBAL HEALTH DELIVERY—DUBAI
HARVARD MEDICAL SCHOOL

LEADERSHIP IN HEALTH CARE DELIVERY

Request for Proposal
Cooperative Research Award
Full Application Instructions
Spring 2018
Request for Proposals (RFP)

The Harvard Medical School Center for Global Health Delivery–Dubai is pleased to announce a Request for Proposals for cooperative research awards in global health care delivery.

The mission of the Harvard Medical School Center for Global Health Delivery–Dubai, is to promote research that optimizes the "last phase" of health care delivery and to build local and regional capacity for high-quality health care delivery research. To this end, the Center welcomes research that will advance knowledge and/or best practices related to the delivery of existing or new interventions that can cure or prevent disease. Seed funding will be awarded for new/innovative ideas to deliver and/or innovative expansion of existing research.

The priority topics for this round of proposals will be:
- diabetes and obesity (and resulting conditions)
- optimization of surgical care delivery
- infectious diseases, with particular focus on tuberculosis and hepatitis C
- mental health

In addition, the Center is also interested in research focusing on the following as they pertain to priority topic areas:
- dental care
- ophthalmology
- air pollution
- environmental pollution
- food supply

We also welcome proposals focusing on the priority topics through the lens of maternal and child health. Ideal interventions will evaluate strategies, algorithms, and systems for initiating or improving health care delivery with the aim of addressing a health care delivery gap and improving treatment outcomes. Successful proposals may include one or more of the following:

- Obtaining accurate descriptive data about the extent or nature of a health care delivery gap. *For example, one may want to analyze the reasons that patients with a particular disease are not able to take medicines or remain adherent to treatment.*

- Exploring an innovative approach to addressing a health care delivery gap. *For example, if one could develop and field-test a novel approach for lab sample delivery in rural areas using small business grants to encourage the development of local courier systems. In the case of diabetic retinopathy, one may want to explore the use of smart phone based retinal scanners compared to the gold standard of an ophthalmologist visit.*

- Evaluating strategies, algorithms, technologies, and systems that address a delivery gap. *For example, one could test an already-validated educational instrument for helping primary care physicians identify adolescents at risk of eating disorders. In the case of surgical care delivery, one may want to explore how best to monitor and reduce wound infections in patients after they have left the hospital.*
• Describing the impact of an access or health care delivery gap on social and economic development. 

For example, if one were studying diabetes, one may want to study the potential impact of untreated diabetic retinopathy or peripheral vascular disease on the health system and its potential effects on future economic growth. In the case of hepatitis C, one may want to examine the cost of not treating patients with respect to future impact on health systems from liver cirrhosis and hepatic cancer.

This award will be open to investigators in any of the 46 countries in the Center's region. The Center will award four to six grants. The expected estimate of the award will be between USD 75,000 and 100,000.

RFP Schedule
Please note that all deadlines must be met by 4:00pm GST

<table>
<thead>
<tr>
<th>Event</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full applications due</td>
<td>Thursday, March 15, 2018</td>
</tr>
<tr>
<td>Funding decisions sent by email</td>
<td>On or before May 15, 2018</td>
</tr>
<tr>
<td>Earliest possible start date</td>
<td>Friday, June 1, 2018</td>
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</table>

Program Description
What is the Cooperative Research Award program?

Whereas a typical research award usually involves full stewardship by the recipient or awardee, the Cooperative Research Award program involves substantial grantor involvement (in this case, the grantor is the Harvard Medical School Center for Global Health Delivery–Dubai). For each Cooperative Research Award, the Center requires that the local/regional PI be linked with an established researcher from the Department of Global Health and Social Medicine or another department of Harvard University. The Harvard-based faculty member will work closely with the local/regional PI on all aspects of the research. If you do not have a Harvard-based collaborator, please see steps on accessing a Harvard faculty member in Annex A and contact the Center staff for assistance. Applicants must identify a Harvard-based faculty member as part of the application submission; incomplete applications will not be accepted.

The Center will provide biostatistical, epidemiological, data programming, and other methodological and analytical support as needed, and will assist awardees in the preparation of publications.

Award Information
This mechanism allows for awards up to a maximum of USD 100,000, in total direct and indirect costs for up to 18 months. The maximum indirect costs that is allowed is 20%.

Preference will be given to studies that have already received Institutional Review Board (IRB) approval or are under the IRB review process and alumni of any of Harvard's global programs (Master of Medical Sciences in Global Health Delivery, Global Health Delivery Intensive, Program in Clinical Effectiveness, Global Clinical)
Awardees will be required to share de-identified patient data in order to receive assistance with research design and analysis.

**Important Institutional Requirements**

**Institutional Research Administration**
The Center disburses the cooperative research awards to the institution, not the individual principal investigator. Therefore, as part of the application process, you must include a signed cover letter of endorsement or support from an authorized signer (individual who has the authority to sign on behalf of your institution) with full contact information. **Applications will not be accepted without this signature (no exceptions).**

**Application Process**
The application materials consist of four parts (cover sheet, research proposal, budget and budget justification, and curriculum vitae(s) of key personnel) to be submitted as a **single Word document** along with a separate Excel budget template and budget justification. Please review the application checklist (Appendix A) before submitting the application. Missing materials will not be accepted after the submission deadline.

**Application delivery**
Applications must be submitted electronically to the attention of Dr. Nasreen Adamjee (ghd.dubai@hms.harvard.edu) and Helena Martins (helena_martins@hms.harvard.edu). The applicant will receive confirmation that the application was received within two business days.

**Questions**
Please direct questions related to the application submission process to:

Dr. Nasreen Adamjee, Director of Research and Programs
Harvard Medical School Center for Global Health Delivery–Dubai
Email: ghd.dubai@hms.harvard.edu

**Review Process**
Completed applications will be reviewed by an **ad hoc** committee of experts in the applicant’s field drawn from the faculty at Harvard Medical School.

Review is based on the following criteria:

- Overall scientific merit; level of innovation, and relevance of the proposal to address a health care delivery gap or improve patient access to care
- Potential to realize project goals in the time-frame allotted
- Involvement of multidisciplinary collaborations (e.g. bringing together individuals from different fields to develop an intervention or measure impact)
- Potential to strengthen research capacity at the Principal Investigator’s home institution
• Planned use of resources and funds
• IRB application status

Funding decisions will be communicated to applicants by email on or before May 15, 2018.

Available Center Resources

Applicants may request assistance with the application process by contacting Dr. Nasreen Adamjee (ghd.dubai@hms.harvard.edu).

Please note: All requests for assistance must be made in writing to the above email address. By requesting assistance, you are inviting Center faculty, staff and/or contractors to work with you on your submission, and give them permission to enter the premises of your work/research upon your invitation, and permission to view aggregate data that will support your application. Under no circumstances should Center faculty, staff and/or contractors be given or shown disaggregated confidential patient data. Center faculty, staff and/or contractors will keep your application and all shared aggregate data confidential.

Harvard faculty collaborator matching

For principal investigators who do not have existing collaborations with a Harvard faculty member, the Center will assist with facilitating communication with potential Harvard co-investigators. However, it is ultimately the responsibility of the grant applicant to identify and initiate communications with Harvard co-investigators. Please refer to Annex A to access a Harvard-based faculty member.
Conditions of Award

Below is a list of award requirements which supplements the terms and conditions of the award agreement. Please note, if your institution is not able to meet all of the following requirements, you are not eligible to apply for this award.

- Awardees will be required to work in collaboration with the Center, the Center’s support staff, and approved contractors to conduct and complete the research.

- Awardees’ institution is an organization in good legal standing; is either a governmental unit, an organization described in Section 501(c)(3) of the U.S. Internal Revenue Code (“Code”) or is an equivalent non-profit educational or research organization under the laws of its home country; and is not a “private foundation” within the meaning of Section 509(a) of the Code or the equivalent under the law of its home country.

- Awardees will be required to share de-identified patient data in order to receive assistance with research design and analysis.

- The use of human subjects in the research shall comply with all the applicable laws, regulations and guidelines concerning research involving human subjects and with any terms of approval imposed by the awardees’ Institutional Review Board or equivalent body and Harvard’s and/or Harvard affiliated hospital’s Institutional Review Board. Awardees will need to provide verification to Harvard that the Awardees’ IRB approval has been granted prior to commencement.

- Awardees will be required to report on the progress of the award every six months during the period of performance and final progress reports will be due sixty (60) days after the end date of the project period. Funding for the second year of the award will be contingent on the research committee’s determination that satisfactory progress has been achieved in the first year.

- Awardees will be required to submit invoices for reimbursement of incurred expenses.

- Upon Harvard’s request, awardees will be required to provide a detailed financial accounting for review to confirm whether spending is in accordance with the awarded budget.

- During the research period, awardees may be asked to present interim results and participate in Center workshops related to their research topic.

- In all publications resulting from Center support, individuals and institutions agree to acknowledge the Harvard Medical School Center for Global Health Delivery–Dubai.

- Principal Investigators will also agree to have students from the Center and affiliated programs participate as research interns in projects supported by the Center.

- In the event an applicant receives other research support from another party that overlaps with or reduces the Principal Investigator or key co-investigator effort on this project, the PI must notify the Center’s Director of Research. The applicant’s funding status will be reviewed, and if it’s determined that there’s scientific or effort overlap or that the specific aims of the cooperative research award cannot be met, the applicant’s institution may be required to reduce or relinquish the award.
Application FAQs

- One of the items on the checklist was omitted from my application. May I send it to you to add to the application?
  You may re-submit a completed PDF before the deadline if you need to make changes or include missing items. We cannot modify your application or accept amended proposals after the deadline.

- How do I find a Harvard Collaborator?
  If you do not have a Harvard-based collaborator, please see steps on accessing a Harvard faculty member in Annex A. The Center will assist in facilitating communication with potential Harvard co-investigators. However, it is ultimately the responsibility of the grant applicant to identify and initiate communications with Harvard co-investigators.

- What contact information do you need?
  All items on the Cover Page (first page of the application) must be completed. We require a valid email address and phone number for (1) the Principal Investigator (2) Harvard-based faculty collaborator (3) your institution’s authorized official and (4) financial contact for both you and the Harvard collaborator.

- How much funding can I request?
  Awards will be up to a maximum of USD 100,000, in total direct and indirect costs for a maximum of 18 months.

- How do I develop a budget?
  If you need help developing a budget, please use the budget template instructions provided at the end of this packet (Appendix B). You may request further assistance from Center staff.

- My institution charges a higher indirect cost rate than 20%. May I request this higher indirect costs rate?
  No. The Harvard Medical School Center for Global Health Delivery–Dubai allows a maximum indirect cost rate of 20%.

- How do I develop a budget if there is more than one site?
  Each site/location and/or institution requires a separated detailed budget page.

- I have multiple sites for my study. Will my institution be setting up a contractual agreement with each site if my application is funded?
  No, your institution will not establish a contractual agreement with each site if your application is funded. The Center will establish the contractual agreement with each site affiliated with your study, including the institution from which you are applying.

- What are the review criteria?
  The Committee will review applications based on the following criteria:
  - Overall scientific merit; level of innovation, and relevance of the proposal to address a health care delivery gap or improve patient access to care
• Potential to realize project goals in the time-frame allotted
• Involvement of multidisciplinary collaborations (e.g. bringing together individuals from different fields to develop an intervention or measure impact)
• Potential to strengthen research capacity at the Principal Investigator’s home institution
• Planned use of resources and funds
• IRB application status
Appendix A: Checklist

- **Part 1: Cover Sheet.** Note that the signatures of both the Principal Investigator and an authorized signer of the Principal Investigator’s Research Administration (or equivalent) is required prior to submission.

- **Part 2: Research Proposal.**

- **Part 3: Budget and Budget Justification.** A detailed budget and justification for your institution and collaborators are included. Please use the excel budget template.

- **Part 4: Investigator’s CVs or biographical sketches.** Curriculum vitae (CV) or biographical sketch for all key personnel. If you or your key personnel do not have a CV or biographical sketch, you may use the NIH format for the biographical sketch. Please visit: [http://grants.nih.gov/grants/forms/biosketch.htm](http://grants.nih.gov/grants/forms/biosketch.htm).

- **Additional Human Subjects Documentation.** Institutional review board (IRB), also known as an independent ethics committee (IEC), ethical review board (ERB), or research ethics board (REB), is a type of committee that applies research ethics by reviewing the methods proposed for research to ensure that they are ethical and serves an important role in the protection of the rights and welfare of human research subjects. Please provide a copy of the IRB documentation.

- **Application materials has been submitted** as a *single file in Word format along with the excel budget template and budget justification* to Dr. Nasreen Adamjee (ghd.dubai@hms.harvard.edu) and Helena Martins (helena_martins@hms.harvard.edu).
Appendix B: Budget Instructions

All applications must request funds in U.S. dollars. Foreign organizations may not include any chargeback of customs and import fees, such as consular fees, customs surtax, and other related charges.

Budget Requirements

- **Budget template**: A detailed budget page for the maximum of 18 months project period must be included. An Excel budget template is provided with the application materials for this purpose.

- **Budget Justification**: A detailed budget justification must be included to substantiate the expenses listed on the budget template. Please follow the same order of expense categories as found on the budget template in the justification (ex. Personnel, Services and small supplies, Participant/patient Costs, Supplies, etc.). Please see Budget Justification Guidelines for further information.

If your project will be co-funded by another grantor, please indicate the grantor in the budget justification and notify the Center to request an excel budget template specific for co-funding.

Budget Template Instructions

The Budget Template is in Microsoft Excel format. The items listed has been included as examples to aid in the process of compiling a comprehensive research budget. You may edit the line items but please keep to the major categories (sections 1 – 11).

Include Title of Project, Name of Institution and Start/End Dates of the proposed project at the beginning of the template.

**Personnel (Section 1)**

- **Role on Project**: Identify the role of each individual listed on the project (ex. Principal Investigator, Project Manager, Financial Administrator etc.). Followed by, **Name**. Starting with the PI/PD(s), list the names (Last Name, First Name) of all applicant organization employees who are involved on the project during the budget period.

  *Example: Principal Investigator: John Harvard, MD, PhD*

- **Monthly Payroll**: The monthly salary cost for each of the personnel associated with the project.

- **Number of Staff**: Include the number of people with the same role on the project (ex. 2 Research Associates).

- **Percent Effort**: Enter the percent of effort devoted to the project. Include personnel who will provide “in-kind support”.

- **Fringe Rate**: Fringe benefits may be requested in accordance with institutional guidelines for each position, provided the costs are treated consistently by the applicant organization. The fringe rate is the cost (in percentage) to an organization in providing health insurance and other benefits to its employees.
Services and Small Supplies (Section 2)

Enter the items needed for conducting the research. Enter unit cost, number of units, number of months needed for Year 1 and Year 2. The formula will calculate the total costs for each year. The breakdown of expenses per item supply category should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

Participant/Patient Costs (Section 3)

Enter the items needed for patient participants involved with the research. Enter unit cost, number of participants, number of days needed for Year 1 and Year 2. The formula will calculate the total costs for each year. The breakdown of expenses per item supply category should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

Major Equipment (Section 4)

Enter the total costs for each year. The breakdown of expenses per equipment piece should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

Equipment, by definition, is an article of tangible nonexpendable personal property having a useful life of more than one year and an acquisition cost of $5,000 or more (per item).

Local Travel and Field Work (Section 5)

Enter the travel needed for conducting the research. Enter unit cost, number of unit, number of months needed for Year 1 and Year 2. The formula will calculate the total costs for each year. The breakdown of expenses per trip and travel expense type should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

Laboratory Costs (Section 6)

Enter the items needed for laboratory supplies for patients involved with the research. Enter unit cost and number of units. The formula will calculate the total costs for each year. The breakdown of expenses per item supply category should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

International Travel for Project Staff (Section 7)

Enter the international travel needed for project staff to conduct the research. Enter unit cost and number of units. The formula will calculate the total costs for each year. The breakdown of expenses per trip and travel expense type should be justified under the Budget Justification. Please see the Budget Justification Guidelines for further instruction.

Consultant Costs/Visiting Experts (Section 8)

Enter consultant costs associated with the project. Enter the total costs for each year. The breakdown of expenses per consultant should be justified under the Budget Justification.

Other Costs (Section 9)
Enter items associated with the project. Enter the costs for each year. The breakdown of other expenses should be justified under the Budget Justification.

**Overhead/Indirect Cost Rate (Section 10) (Not to exceed 20%)**

Indirect costs rate (also known as overhead, Facilities and Administration Rate, F&A) provides for expenses incurred for common or joint objectives and that, therefore, cannot easily be identified specifically with a particular project or program. These costs are budgeted and charged as a percentage of some of the direct costs.

You may change the rate in the formula if the indirect rate is less than the maximum allowed. The indirect cost rate needs to be included in the budget justification if different from the allowed maximum. In most cases, the indirect cost rate is established by your own institution.

**Total (Section 11)**

Total Costs is a sum of the Total Direct Costs (expenses that can be attributed directly to the specific project) and the Indirect Costs.

**Budget Justification Guidelines**

A detailed budget justification must be included to substantiate the expenses listed on the budget template.

**Personnel**

Include the names of all personnel contributing to the project at the applicant organization who are involved on the project in a particular budget period, starting with the Principal Investigator, and proceeding in the order in which they appear on the Excel Budget Template. Please note: applicants are to include personnel who will provide “in-kind support”. Consultant costs should be included in the Consultants section.

For each person, please provide the following:

- Full name (Last, First)
- Education Credentials
- Role and responsibilities on Project
- Percent Effort in each Year
- Detailed description of their qualifications and responsibilities on the project

*For example:*

**Smith, John, MD, MS,** Principal Investigator (10% Effort, Years 1-2)

Dr. Smith is the Executive Director of the Biology Department at Harvard Medical School, and an experienced clinician, researcher and Co-Investigator of several federal and foundation awards. As Principal Investigator, he will contribute to the project by ensuring the responsibilities at both the Harvard and Collaboration sites are fulfilled. He will be responsible for ensuring that all human subjects protocols are entered and approved, will assist in finalizing data collection protocols for Collaboration sites, ensure the protocol and data security adherence, and will participate in manuscript writing and review.
Fringe Rates

Please provide the fringe rates (as a percentage) that are being requested for this proposal. If there are different rates for different types of personnel (i.e. faculty, exempt staff, non-exempt staff), provide the rates for each type. Explain what the fringe rate covers (such as health insurance, dental, and disability).

Services and Small Supplies / Laboratory Costs

Supplies are materials costing less than $5,000 per unit and often having one-time use. Describe the need and include an explanation on how costs were estimated. Itemize supplies/laboratory costs in separate categories, such as glassware, chemicals, consumables (gloves, pipettes), etc. Categories in amounts less than $1,000 do not have to be itemized. Items that cumulatively cost over $1,000 should be itemized in a small chart, which provides the item description, quantity, price per unit, and the total cost. Provide a brief explanation for the use of the supplies along with the expected cost.

For example:

<table>
<thead>
<tr>
<th>Description</th>
<th>Price</th>
<th>Unit</th>
<th>Year 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lab Reagents/Supplies</td>
<td>3</td>
<td>1,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Consumables</td>
<td>5</td>
<td>750</td>
<td>3,750</td>
</tr>
<tr>
<td>Protein analysis</td>
<td>55</td>
<td>250</td>
<td>13,750</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20,500</strong></td>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Price</th>
<th>Unit</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lab Reagents/Supplies</td>
<td>4</td>
<td>250</td>
<td>1,000</td>
</tr>
<tr>
<td>Consumables</td>
<td>5</td>
<td>375</td>
<td>1,875</td>
</tr>
<tr>
<td>Protein analysis</td>
<td>55</td>
<td>100</td>
<td>5,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,375</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Consultant Costs

A consultant is an individual who provides professional advice or services for a fee, but normally not as an employee of the engaging party. Please list each person’s name and qualifications, and the person’s expected contribution to the project, as well as the daily or hourly rate of pay plus the number of hours or days expected for this project.

Equipment

Please describe the equipment being requested and how it is necessary to the project, along with the price. Equipment, by definition, is an article of tangible nonexpendable personal property having a useful life of more than one year and an acquisition cost of $5,000 or more (per item).

Travel

Describe the purpose of travel and how costs were determined. Please include the destination, number of people traveling and duration of your stay for all anticipated travel. As with the equipment justification, it is important that you clearly state how the travel is directly related to your proposed research (e.g. you can go to a conference to present your research, but not just for the purpose of “staying current in your field”). List each travel item (airfare, hotel, meals, ground transportation, etc.) separately in a table.
You should refer to your institution’s travel policy for guidance on how you should estimate each travel component, but if your institution lacks a policy, it is expected that you will follow the U.S. federal government policy found here: http://www.gsa.gov/federaltravelregulation

### Other Expenses

Itemize any other expenses by category and unit cost. This may include institution review board fees, manuscript publication fees, computer charges, rentals and leases, equipment maintenance, service contracts, and communication costs, among others. Provide a justification for each cost, stating how these costs are specifically relating to the proposed research.

#### Overhead/Indirect Cost Rate (not to exceed 20%)

Please indicate the indirect cost rate in your justification. Maximum rate will be 20%.

For example:

<table>
<thead>
<tr>
<th>BioMalPar Conference</th>
<th>Heidelberg, Germany (3 days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration (EURO 400)</td>
<td>520</td>
</tr>
<tr>
<td>Economy Airfare</td>
<td>1,400</td>
</tr>
<tr>
<td>Ground Transportation</td>
<td>65</td>
</tr>
<tr>
<td>Hotel (2 nights)</td>
<td>260</td>
</tr>
<tr>
<td>Meals (2.5 days @ $75/d)</td>
<td>188</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,433</strong></td>
</tr>
</tbody>
</table>
Glossary of Budget Terms (in alphabetical order)

The following budgetary terms is a quick reference to frequently used terms in this application. It is not an exhaustive list.

**Authorized Signer** — the individual named by the applicant organization, who is authorized to act for the applicant and to assume the obligations imposed by the conditions of the award. This individual has the authority to sign on behalf of your institution.

**Collaboration Agreement** — this is a formalized agreement whereby a research project is carried out by the grantee and one or more other organizations that are separate legal entities. Under the agreement, the grantee must perform a substantive role in the conduct of the planned research and not merely serve as a conduit of funds to another party or parties. These agreements typically involve a specific percent of effort from the Collaboration organization’s PI/PD and a categorical breakdown of costs, such as personnel, supplies, and other allowable expenses, including indirect costs.

**Consultant** — an individual who provides professional advice or services for a fee, but normally not as an employee of the engaging party. In unusual situations, an individual may be both a consultant and an employee of the same party, receiving compensation for some services as a consultant and for other work as a salaried employee. To prevent apparent or actual conflicts of interest, grantees and consultants must establish written guidelines indicating the conditions of payment and consulting fees. Consultants may also include firms that provide paid professional advice or services.

**Equipment** — an article of tangible, nonexpendable, personal property having a useful life of more than one year and an acquisition cost of $5,000 or more, or the capitalization threshold established by the organization, whichever is less.

**In-kind support** — personnel who will devote effort on the project to support the scope of work but salary costs for this effort are not included in the budget for the Center award.

**Indirect Costs** — indirect costs (also known as Facilities & Administrative, F&A or Overhead) are those costs incurred by a grantee for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. Costs may include administrative support, building and facilities operations and maintenance, library services and general administration. These costs are budgeted and charged as a percentage of some of the direct costs.

**Key Personnel** - the Principal Investigator (PI), Program Director (PD), or Project Director (PD) and other individuals who contribute to the scientific development or execution of a project in a substantive, measurable way, whether or not they receive salaries or compensation under the grant. Typically, these individuals have doctoral or other professional degrees, although individuals at the masters or baccalaureate level may be considered senior/key personnel if their involvement meets this definition. Consultants and those with a postdoctoral role also may be considered senior/key personnel if they meet this definition.

**Monthly Salary** — the monthly compensation paid by an organization for an employee’s appointment, whether that individual’s time is spent on research, teaching, patient care, or other activities. Base salary
excludes any income that an individual may be permitted to earn outside of duties for the applicant/grantee organization.

Principal Investigator (PI), Program Director (PD), or Project Director (PD) — the individual designated by the applicant organization/recipient to have the appropriate level of authority and responsibility to direct the project or program to be supported by the award.
Appendix C:
Harvard University-wide Business Expense Policy – Non-travel Personal and Unallowable Expenses – no exceptions

Center funding is not allowed to be used for the following expenses.

<table>
<thead>
<tr>
<th>Description</th>
<th>Unallowable Expenses:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALCOHOL</strong></td>
<td>All types</td>
</tr>
<tr>
<td><strong>AIR TRAVEL:</strong></td>
<td>Airline/airport club membership dues</td>
</tr>
<tr>
<td></td>
<td>Airline frequent flyer programs</td>
</tr>
<tr>
<td></td>
<td>Airline tickets purchased with frequent flyer miles</td>
</tr>
<tr>
<td></td>
<td>First class</td>
</tr>
<tr>
<td></td>
<td>Business class airfare is allowable if non-stop flight is international and exceeds six hours in duration)</td>
</tr>
<tr>
<td><strong>AUTO: PERSONAL</strong></td>
<td>Commuting (employee travel to/from work on a daily basis)</td>
</tr>
<tr>
<td></td>
<td>Parking tickets or traffic violations</td>
</tr>
<tr>
<td></td>
<td>Personal auto mileage (non-business)</td>
</tr>
<tr>
<td></td>
<td>Personal auto routine maintenance/tune-up/car wash</td>
</tr>
<tr>
<td></td>
<td>Repairs</td>
</tr>
<tr>
<td><strong>AUTO: RENTAL</strong></td>
<td>Rental car club membership</td>
</tr>
<tr>
<td></td>
<td>Rental car insurance covering personal use</td>
</tr>
<tr>
<td><strong>CELEBRATORY EVENTS</strong></td>
<td>Holiday parties, regular departmental meetings and work achievements or celebrations</td>
</tr>
<tr>
<td><strong>BAGGAGE</strong></td>
<td>Baggage lost by transporter</td>
</tr>
<tr>
<td><strong>CONTRIBUTIONS</strong></td>
<td>Political</td>
</tr>
<tr>
<td><strong>CREDIT CARDS</strong></td>
<td>Credit cards annual fee and finance charges</td>
</tr>
<tr>
<td></td>
<td>Credit cards reward programs</td>
</tr>
<tr>
<td></td>
<td>Credit card late fees</td>
</tr>
<tr>
<td><strong>GIFTS</strong></td>
<td>Any kind and/or amount to employees, faculty, invited guests.</td>
</tr>
<tr>
<td><strong>INSURANCE</strong></td>
<td>Optional business travel or baggage insurance (non-high risk locations)</td>
</tr>
<tr>
<td></td>
<td>Personal accident insurance</td>
</tr>
<tr>
<td></td>
<td>Personal property insurance</td>
</tr>
<tr>
<td></td>
<td>Rental car insurance covering personal use</td>
</tr>
<tr>
<td><strong>LIMOUSINE</strong></td>
<td>Limousine services of any kind</td>
</tr>
<tr>
<td><strong>LODGING</strong></td>
<td>Hotel frequent guest programs</td>
</tr>
<tr>
<td></td>
<td>Per diem when staying with family and friends</td>
</tr>
<tr>
<td><strong>MEMBERSHIP DUES</strong></td>
<td>Barbers</td>
</tr>
<tr>
<td><strong>PERSONAL: OTHER</strong></td>
<td>Body augmentation (piercing, tattoos, etc.)</td>
</tr>
<tr>
<td></td>
<td>Entertainment</td>
</tr>
<tr>
<td></td>
<td>Expenses related to vacation or personal days taken before, during or after a business trip</td>
</tr>
<tr>
<td>Description</td>
<td>These items are unallowable.</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Fines and penalties</td>
<td></td>
</tr>
<tr>
<td>Hairdressers</td>
<td></td>
</tr>
<tr>
<td>Loss/theft of personal funds or property</td>
<td></td>
</tr>
<tr>
<td>Massages</td>
<td></td>
</tr>
<tr>
<td>Personal reading materials (magazines, books, newspapers, etc.)</td>
<td></td>
</tr>
<tr>
<td>Personal telephone calls in excess of reasonable calls home</td>
<td></td>
</tr>
<tr>
<td>Pet care</td>
<td></td>
</tr>
<tr>
<td>Saunas</td>
<td></td>
</tr>
<tr>
<td>Shoe shines</td>
<td></td>
</tr>
<tr>
<td>Clothing described as professional or business attire, such as business suits.</td>
<td></td>
</tr>
</tbody>
</table>
Annex A: Steps to Access a Harvard-based Co-Investigator

Example 1: Harvard Medical School Department of Global Health and Social Medicine

- Step 1: Go to the website: http://ghsm.hms.harvard.edu
- Step 2: Go to the heading and press: People
- Step 3: Go to the subheading: Faculty
- Step 4: Here you will find information regarding each faculty member and their research interests, as well as links to publications and their contact information. Once you have found a suitable candidate, please contact the faculty member using the e-mail template on the page below.

Example 2: Harvard Catalyst

- Step 1: Go to the website: catalyst.harvard.edu
- Step 2: Go to the heading: Find people by Keywords
- Step 3: Enter keywords of your area of interest (ex: Polycystic Ovarian Disease)
- Step 4: The above step will bring up a list of faculty. Once you have found a suitable candidate, please contact the faculty member using the e-mail template on the page below.

Example 3: Brigham and Women’s Division of Global Health Equity

- Step 1: Go to the website: brighamandwomens.org
- Step 2: Under “Departments and Services,” click “Medicine” under Departments (left side of screen)
- Step 3: Scroll down and find the table titled “Global Health Equity”
- Step 4: On the Division of Global Health Equity page, click “About Us” on the left navigation. Once the sub-pages appear, click “Faculty”
- Step 5: Once you have found a suitable candidate, please contact the faculty member using the e-mail template on the page below.

NOTE: The three options above are examples of departments & divisions to assist you in finding a Harvard co-investigator. Please feel free to search for faculty at ANY Harvard University-based school or department (e.g., Harvard Kennedy School of Government).
Annex A: Email Template for Harvard Collaborator Assistance

Dear Dr___________,

I am a potential applicant to a cooperative research award from the Harvard Medical School Center for Global Health Delivery-Dubai. This grant award requires each applicant to be linked to a corresponding Harvard-based Collaborator of similar related experience. This is to ensure appropriate mentorship for development of high standard of research proposals for this grant award application and for possible future scientific publications. I discovered your name and contact via the Catalyst.harvard.edu / ghsm.hms.harvard.edu website and have researched your publications. I believe that your research interests and mine overlap, and I was wondering if you would be willing to consider joining my application as a co-investigator.

The research award is up to a maximum of $100,000 per year in total research expenses for up to 18 months. The idea is to conduct research that will form the basis for further grants and studies in the Center’s areas of interest. I am hoping to conduct research in the area of ____________ with a focus on _____________________.

I would be most grateful if you would consider working with me on this project, and should you be willing, would be happy to set up a phone conversation with you to discuss this further. My hope is that a collaboration with an investigator such as you will not only result in fruitful research, but would strengthen the collaboration between Harvard and researchers in the region.

I look forward to hearing from you soon.

Best regards,

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NOTE: Please copy Dr. Nasreen Adamjee (Nasreen_Adamjee@hms.harvard.edu) on your letter to the prospective Harvard co-investigator.