



CERP

EVIDENCE MATTERS

A Handbook for the Principal Investigators

June, 2024

Contents

INTRODUCTION.....	3
HOW TO USE THIS BOOK.....	4
ACRONYMS AND ABBREVIATIONS.....	5
IMPORTANT EMAILS.....	6
ROLES AND EXPECTATIONS MATRIX.....	7
CERP HIERARCHY.....	8
FREQUENTLY ASKED QUESTIONS.....	9
RESEARCH SUPPORT SYSTEMS AT CERP.....	13
RESEARCH AT CERP.....	14
TALENT ACQUISITION AND MANAGEMENT.....	16
RECRUITING.....	16
EMPLOYMENT CONTRACTING.....	17
ONBOARDING.....	18
COMPENSATION.....	20
PERFORMANCE MANAGEMENT.....	22
FINANCIAL MANAGEMENT.....	22
PROCUREMENT.....	25
DIRECT CONTRACTING.....	26
COMPLIANCE, REGULATORY MATTERS, AND GOVERNMENT APPROVALS.....	27
ECONOMIC AFFAIRS DIVISION (EAD) APPROVAL.....	27
OPERATIONS.....	29
INFORMATION AND COMMUNICATIONS TECHNOLOGY.....	29
ASSET REGISTRY & ASSETS INSURANCE.....	30
TRAVEL.....	31
LOCAL TRAVEL.....	31
INTERNATIONAL TRAVEL.....	31
DATA MANAGEMENT POLICY.....	33
DATA PRINCIPLES.....	33
DATA CONFIDENTIALITY AND NON-DISCLOSURE.....	33
DATA MANAGEMENT.....	34
CERP VERTICALS.....	36
CERP SURVEY UNIT.....	38
POLICY ADVISORY.....	40
ANALYTICS.....	41
LEARNING HUB.....	43
MARKETING AND PARTNERSHIP.....	45
Annexure A.....	47

Annexure C.....	49
Annexure D.....	51

INTRODUCTION

The Centre for Economic Research in Pakistan (CERP) provides a broad range of project management and research support and oversight services to our Research Fellows and Principal Investigators for their projects throughout their lifecycle. These include:

- Assistance with grant applications and proposal budgets.
- Grants administration and financial management.
- Legal support for risk management and for compliance with the local laws.
- Compliance with IRB Protocols including local IRB approvals by the CERP IRB.
- Data collection and management: CERP research protocols, research resources, and additional CERP support services.
- Human resources and staffing support: recruiting, hiring, training, and managing outstanding research staff.
- A deep, lasting in-country presence with networks of contacts in civil society, government, and academia.
- Communications and dissemination support for research outcomes.
- Logistics support (e.g., visa application, travel booking, stay, and government approvals for field visits).

This handbook has been prepared to promote a better understanding between you as a Principal Investigator and CERP core team. It is organised by core services offered to all Principal Investigators. Please take time to read it thoroughly and make it your first point of reference. However, if at any time this document does not answer your questions, please contact Research Development (research.development@cerp.org.pk)

Maroof A. Syed
President & CEO, CERP

HOW TO USE THIS BOOK

This book is meant to provide you with a first point of reference. You can look up the relevant section of the handbook for your specific question/s, and in case you don't find the required information, you can write to the relevant team at CERP. In your emails, you are advised to keep research.development@cerp.org.pk in copy. While you can go straight to sections of interest, you are encouraged to give the book a thorough review, at least once.

This book also states some expectations from the PIs, and you are requested to read the relevant sections. These relate to (among other points) government relations, approvals, research protocols, stakeholder management, CERP code of conduct, and safety protocols. Where appropriate, the handbook will guide you to the relevant CERP policies.

ACRONYMS AND ABBREVIATIONS

SBP	State Bank of Pakistan
NOC	No Objection Certificate
EAD	Economic Affairs Division
OHs	Overheads
HFC	High Frequency Checks
CAPI	Computer Assisted Personal Interviewing
CATI	Computer Assisted Telephone Interviewing
PAPI	Paper and Pencil Interviewing
FGD	Focus Group Discussions
NCE	No Cost Extension
ODK	Open Data Kit
WSS	Workspace Services

IMPORTANT EMAILS

Please consult this handbook first for any questions that you may have and contact the following emails for further clarification; these should be contacted for their respective roles on your project/s and proposal/s.

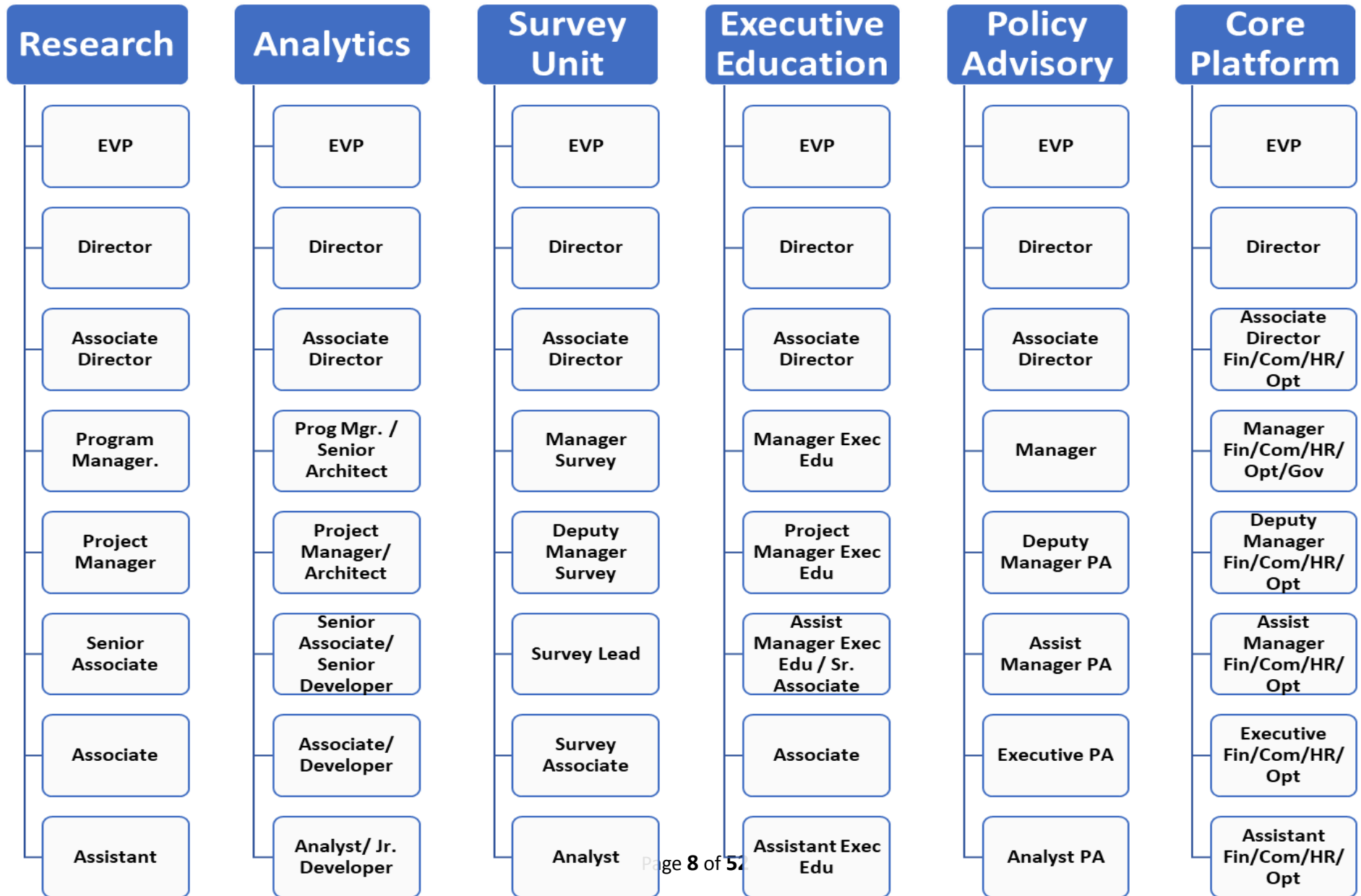
CERP Core Teams for Research Support Services	
HR	hr.communication@cerp.org.pk
Research Development and Management	research.development@cerp.org.pk
Finance	finance@cerp.org.pk
Workspace Services	faisal.riaz@cerp.org.pk
Marketing and Communications	communications@cerp.org.pk
Government Relations	governmentrelations@cerp.org.pk

CERP Verticals	
CERP Survey	survey@cerp.org.pk
CERP Analytics	imran.zia@cerp.org.pk
CERP Labs	labs@cerp.org.pk
CERP Policy Advisory	ayaz.achakzai@cerp.org.pk
CERP Learning Hub	trainings@cerp.org.pk

ROLES AND EXPECTATIONS MATRIX

		Proposals submission	Contracting	Grant Management	Talent Management	Financial Management	Budget Management	Procurement	Government Approvals	Operations	Dissemination
Project Team	<i>PIs</i>	Guidance, oversight	Review and approval	Oversight & Control	Staffing plan, Coaching of the project team	Oversight & control	Oversight & control	Justify and Oversee Direct Contracting	Oversight	Regular checks	Commission and Lead all dissemination activities
	<i>Project & Program Lead</i>	Documents compilation	Review	Oversight & management	Hiring requisition Coaching & driving performance	Oversight & Management	Monitoring and control of expenses	Provide the TORs, Specs for all procurement requisitions	Timely Communication of NOC requirements Providing the Project-related documents to support NOC process	Operations management	Partners & Stakeholder management Support Comms team in the dissemination activities
CERP Core Team	<i>RDev & Support</i>	Provide the supporting Docs from CERP	Review, flag, resolve contracting matters	Support project team on specific queries	Orientation and ongoing support	N/A	N/A	N/A	NOC Process management	Advising, support	Supportive role
	<i>HR</i>	N/A	N/A	N/A	Hiring; Onboarding; Performance reviews, Counselling;	N/A	N/A	N/A	N/A	N/A	N/A
	<i>Finance</i>	Review and approval of the budget	Review, flag, resolve contracting matters	Alerts (e.g., NCE)	N/A	Financial reporting to the donor Banking matters,, receipts & payments tax-management	Financial reporting to the project team; monitoring of expenses; flag all budgetary matters	Tendering, Bids-management Contracting Exercising budgetary controls	N/A	N/A	N/A
	<i>WSS, Ops.</i>	N/A	N/A	N/A	N/A	N/A	N/A	Procurement support & process management	N/A	Workspace management, Travel, visa processing	Event management
	<i>Marketing, Comms & Partnerships</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Outreach, communication, invites, event management, publicity, external communication and advocacy

CERP HIERARCHY



FREQUENTLY ASKED QUESTIONS

I'm interested in starting a project with CERP. What should I do?

You should send an email to CERP RDev (research.development@cerp.org.pk) with the requisite details of your project. RDev may suggest scheduling a call. They will discuss the feasibility of your project and determine any next steps for moving forward. An ideal timeframe for contacting CERP is at least 4-6 weeks in advance of any donor deadline.

How do I become a CERP Research Fellow?

The majority of our researchers are leading international and local academics from the fields of economics, political science, data science, public policy, and social science. CERP Research Fellow status is offered through invitation only. CERP Research Fellowship is conferred on academics and researchers whose research has been published in internationally recognized journals, and who can contribute to research in Pakistan.

How do I become a CERP Graduate Student Fellow?

Graduate Student Fellows (GSFs) are PhD candidates or recent PhD graduates who are selected on the basis of their propensity to contribute to novel research projects on key socio-economic issues in Pakistan. Early-career researchers may apply to join CERP's Network as a GSF. For more information please contact research.development@cerp.org.pk.

Do I need approval by the CERP IRB even if I have one from my university?

No, you don't need approval from the CERP IRB, if your research has been (or is planned to be) approved by the IRB / ethics review body of your parent institution, or the IRB recommended by the grant-making institution, or by any independent IRB. In all cases, the IRB must be adhering to human subject protection regulations which are globally recognized (e.g. US Federal Regulations 45 CFR 46, also known as the Common Rule) and must be registered at the appropriate regulatory/overseeing body (e.g. US Department of Health & Human Services' (HHS) Office of Human Research Protection (OHRP)).

If your institution/donor/IRB has recommended a local IRB approval, you should comply and get approval of the CERP IRB or of another local IRB. For more information please contact research.development@cerp.org.pk.

What resources are available for survey assistance?

CERP provides two options for researchers to procure data collection services. CERP has an in-house survey unit, which provides market-competitive survey services. Alternatively, researchers can use CERP's platform to reach out to other survey firms in the market through a competitive bidding process in line with CERP procurement guidelines. The PIs can recommend a survey firm, however, CERP will hire a survey firm after due diligence assessment.

What is my involvement in data collection and analysis?

Researchers design and approve overall data collection and management strategy and provide ongoing technical guidance and support to project staff. Researchers also conduct data analysis according to grant agreement deadlines, create the analysis plan, and approve and/or finalise the analysis.

What can I expect of my research management staff for data collection and analysis?

Project management staff support researchers in the following:

- Documenting the research design, provide guidance on in-country opportunities or issues (e.g., pilot research ideas);
- Arrange focus groups and survey activities for formative research when relevant and possible.
- Draft work plans and data collection and management strategy with support of the researchers and input from management.
- Directly oversee project implementation of the proposed design, supervise data collection, manage a team of surveyors and data entry staff, and ensure quality control of research.

What is my involvement in partner engagement?

Researchers typically support the development and maintenance of partner relationships (including government partners) and high-level conversations related to research design, implementation, and results sharing for the success of the project.

What can I expect from the project staff and CERP management in partner engagement?

Project staff manage the day-to-day working relationship with partners (including government partners), especially as they relate to research design and data collection operations, keeping CERP management and researchers up to date on activities and the relationship. CERP management will oversee this work, build and maintain relationships with partner organisation leads, and may represent the researcher in key research design conversations to facilitate partner understanding, buy-in, and collaboration.

What is my responsibility for donor reporting?

Researchers are responsible for the content and quality of project reporting. It is extremely important that researchers submit these in a timely fashion to the Donor and looping Finance and Research Support. Delays in sending timely reports may result in delayed payment which can affect the operations of the project.

What do project staff and CERP management do for donor reporting?

Project staff work on the reports, keeping track of all programmatic milestones as stated in award agreements and also work in close coordination with CERP Finance to provide support and input on donor financial reports.

What financial reports will I receive, and when?

CERP maintains financial reports for the project team, to exercise budgetary monitoring and control.

You will receive monthly budget vs. actual reports on main project expenditures from CERP Finance. These reports will typically be sent 30 days after the month end. If you do not receive these reports on the due date, you must contact CERP Finance.

What types of reports does CERP provide?

In addition to financial reports, which are meant for project teams to exercise budgetary controls, CERP Finance prepares reports for donors, which summarise allowable grant costs and accompany the invoice to the donor.

What is my involvement in managing project staff in my study?

PIs coordinate with CERP HR and Research Management Team on oversight and management of their project staff. You should communicate with the staff regularly and remain available for prompt technical support and guidance.

Who else manages the staff in my study?

With your guidance, project management staff (Program Manager, Project Manager, Senior Research Associate) manage all junior project staff, provide oversight to ensure that the project's objectives are met, carry out an annual performance review process, and oversee survey/field teams. CERP HR approves all changes in employment policies or practices, provides support for challenging management situations, and initiates the annual performance review process.

How do I get staff hired on a research project?

Decisions regarding project staffing should be made in collaboration between PIs and CERP, with CERP reserving final decision-making authority. PIs send out an email to CERP HR and share the terms and conditions of the hiring. CERP HR posts the position on CERP Website, LinkedIn and other social media outlets to generate a sourcing pool. The CVs are shared with the PIs / project management staff for shortlisting, who then decide to take it forward via tests (writing, quantitative/STATA software use) and interviews.

Can I hire project staff in countries outside Pakistan?

CERP can facilitate the hiring of staff who are not located in Pakistan, especially for consulting/short-term engagements. Since this is not a regular occurrence, you will work very closely with the HR at each step.

What are CERP's staffing costs?

For purposes of project budgeting, researchers should work closely with the CERP Finance team to arrange the appropriate staffing plan in line with the project budget.

Will CERP support the dissemination of my research findings?

Yes, CERP's Marketing and Partnerships Team works closely with program teams to promote research study's findings through the following:

- Online study summaries
- Dissemination events
- Blogs
- Social media posts
- Traditional media
- CERP's website and social media
- CERP's Newsletter
- Other dissemination activities

Will CERP produce a policy brief for my project?

Yes, CERP Marketing and Partnerships will support the writing and designing of policy briefs. Reach out to communications@cerp.org.pk to get started with a quote.

Do I get to approve the project summary language?

Yes, CERP seeks approval from the concerned PIs on the language used to describe our studies in CERP publications and outreach activities. Once we have obtained approval on standard language from the researcher for dissemination, we may continue to use the approved standard language in other mediums.

Will the PI and research team be part of the process of designing the dissemination campaign?

CERP's Marketing and Partnerships team is determined to create symbiotic relationships with the PIs and research team so we can utilise our expertise to help you spread the word about the research findings. We aim to work together at every step of the process to ensure that our work aligns with the PIs' goals related to dissemination of research results.

What other services can the CERP's Marketing and Partnerships team provide?

Alongside dissemination campaigns we are also equipped for the full stack of Communication Strategy, work plan and action plan.

RESEARCH SUPPORT SYSTEMS AT CERP

RESEARCH AT CERP

RESEARCH SUPPORT SERVICES AT CERP

CERP provides support services to researchers at every stage of their projects' life cycle:

- Proposal Submissions
- Grant(s) management
- Talent acquisition and performance management (HR Management)
- Financial management
- Procurement
- Budget management
- Government approvals
- Dissemination, communication and outreach for policy impact

JOINING THE RESEARCH NETWORK AT CERP

CERP Research Fellowship

Research Fellows are part of the CERP Network and include leading international and local academics from the fields of economics, political science, data science, public policy, and social science. Our Research Fellows are affiliated with prestigious research and academic institutions in the US, Europe, and South Asia.

Researchers are invited to join the network as Research Fellows based on their outstanding work and contributions in their respective fields. The CERP Research Committee meets quarterly and may invite new Research Fellows. For more information, please contact research.development@cerp.org.pk.

Graduate Student Fellowship

Graduate Student Fellows (GSFs) are PhD candidates or recent PhD graduates who are selected on the basis of their propensity to contribute to novel research projects on key socio-economic issues in Pakistan. The GSF status is valid for a period of 3 years after the completion of their PhD.

Early-career researchers are encouraged to apply to join CERP's network as Graduate Student Fellows (GSF). Applications are accepted year-round.

For more information, please contact research.development@cerp.org.pk

Onboarding a Research Project

To host a project at CERP, at least one of the PIs has to be a CERP Fellow. This CERP Fellow (a PI on the project) should send the request over the email to the RDev Team (research.development@cerp.org.pk), with the following information:

- Project description
- Research objectives
- Research Methodology
- Intervention / treatment arms
- Outcomes of interest
- Locations where research or fieldwork will be carried out
- Target populations
- Main partnering institutions or stakeholders involved
- Project Timelines

- Budget and Funding Status (to help the Finance and RDev teams with the future contracting process)
- Staffing Requirements (would help the HR team to plan recruitment)

Even if some aspects of the research plans are undeveloped or unconfirmed at the time of the request, it is recommended to mention them to as much extent as possible in the hosting proposal and to flag them as such.

Proposal Submission

When submitting a proposal that mentions CERP as a partner, PIs should get CERP management's approval. CERP should be involved in proposal/project development or review, especially in reviewing the proposal budget to ensure we can cover our costs. CERP will help with the submission of proposals for research grants on hosted projects by:

- Providing requisite documentation and supporting letters
- Reviewing the technical proposal, if requested by the PIs
- Advising on logistical aspects of the project
- Reviewing the budgets

It is the responsibility of the PIs/research team to write the full proposal and the budget. However, any organisation related details for submission of the proposal will be provided by CERP management. Researchers should flag to CERP any action items/requests for information / documents / supporting letters, etc., as soon as it becomes apparent. Researchers must get all materials to CERP at least 10 business days before the donor's deadline. This is critical to ensure enough leeway for a final internal review, making any final changes in collaboration with the Researcher, and packaging and submitting the proposal.

Grant Management

This relates to reviewing the grant contracts, no-cost extensions and completion certificates.

Reviewing the Research grant contracts is a joint exercise, which is undertaken by the Principal Investigators, Research Development & Management, and CERP Finance. While reviewing the contract CERP teams expect the PIs to give special attention to the following sections of the contract:

- Scope of Work
- Deliverables & Timelines
- IP Rights
- Budgeting

CERP teams may flag specific questions in these areas, but the final shape of these sections should be approved by the PIs.

The donors should always be requested to draft the contract as a grant contract, not as a commercial contract in order to allow CERP to claim tax exemption.

CERP may flag the need to apply for a No Cost Extensions (NCE), but the final responsibility will lie on the project team to submit this application in a timely manner. At the end of a grant and after all the deliverables have been submitted and necessary milestones have been achieved, CERP will require the project team to apply for and obtain a "work completion certificate".

TALENT ACQUISITION AND MANAGEMENT

Human Resources at CERP establishes and oversees policies and procedures around:

- Recruiting
- Employment Contracting
- Onboarding
- Structure and Title for Project Staff
- Compensation
- Employee Benefits
- Performance Management
- Professional Development

For the most up-to-date information on suggested minimum qualifications, hiring guidelines, pay rates and promotions, please contact CERP Human Resources (hr.communication@cerp.org.pk). All recruiting correspondence is through CERP Recruiting (careers@cerp.org.pk).

RECRUITING

The following section provides a high-level overview of recruiting at CERP as it relates to employing Research staff (Assistants, Associates, Project and Program Managers).

- CERP manages hiring of research staff who report directly to the Principal Investigators (PIs)
- All project staff are hired on-demand, based on the project's specific needs.
- Decisions regarding project staffing should be made in collaboration between PIs and the CERP HR, with CERP HR reserving final decision-making authority. CERP HR must also be consulted when staffing arrangements are atypical.
- No verbal or written offers of employment, or compensation for wage-earning services should be made to candidates without express approval and coordination with CERP HR, and as applicable, other project management staff.
- Only CERP HR may approve changes in job title/role, relocation, or change in compensation.
- CERP HR determines the specific hiring mechanism for all staff, and may, at its discretion, modify the recruiting process to facilitate a hire.

Any further questions should be directed to CERP Recruiting (careers@cerp.org.pk).

Job announcement

CERP HR will provide job posting templates and produce job announcements in consultation with the PIs. The HR department will provide guidance on title, level, and salary. Vacancies will be publicly advertised for a minimum of two weeks to represent a competitive hiring process. The forums used to advertise both within Pakistan and internationally are:

- CERP website and social media platforms (LinkedIn, Twitter, Facebook, Instagram)
- University placement offices
- Online job portals such as Rozee.pk (there may be an additional cost to post positions on these portals and the cost will be borne by project budgets)
- Referral Program for difficult to fill positions

Applications

CERP HR will centrally manage all applications to ensure that open positions are competed for in a fair and transparent manner, staying compliant with donor requirements, and upholding our policies and procedures. All applicants/potential candidates must apply through the CERP website for the position as posted.

Candidate Screening Process

CERP research staff (hiring manager and/or Junior PIs) will conduct a first-round screening interview of shortlisted candidates. Successful applicants will then complete tests (Stata and/or written assessment) before a second-round interview with senior CERP staff. Complete applicant profiles, including test scores and interview feedback, will then be shared with PIs for the final round interview. We also provide logistical support to arrange in-person/Skype interviews depending on the candidate/PI's location and if there is a need to have a third round interview.

Please note that HR has the discretion to modify/amend the selection process for candidates who are applying for rehire, internal mobility, or whose applications are revived, according to the needs of the situation

EMPLOYMENT CONTRACTING

Employment contracts will be drafted by CERP and shared with PIs for final approval before they are issued to research staff. All contracts include the following clauses:

Probation Period

Probation is an extension of the appointment process, offering a period of mutual testing for new employees as well as the employer. During this time, employees will be evaluated on their performance of the duties and responsibilities determined for their respective positions. The results of the probation evaluation will determine their continued employment with CERP.

- All full-time employees shall be subject to a probation period from their first working day at CERP.
- Probation will be three months long if the contract duration is for one year or more.
- During probation, either party may terminate the contract with immediate written notice. In such a case, only earned salary and allowances will be paid.

Commitment Period for Research Staff

While commitment periods may vary by project and research needs, CERP strongly suggests, when possible, a one-year minimum commitment for full time Research Staff.

As CERP has moved to a standardised contracting cycle to align employment contracts to the fiscal year (July to June), we strongly suggest a commitment that covers at least that period. This could mean that contract lengths are for 12 months or more. This clarifies expectations between the PIs, CERP Core Management, and the employee.

If a contract crosses a fiscal boundary, it will be adjusted by a prorated cost of living and extended to the next fiscal year end.

In cases where project needs or funding don't allow for a commitment until the end of the fiscal year, shorter contract lengths will be entertained. However, any further contract extensions done in the period will be at the same salary.

Ending the Contract Early

During probation, CERP (on the advice of the PIs) or the research staff member may immediately end the contract by submitting a written notice. This could be for any reason.

After probation has ended, CERP (on the advice of the PIs) or the research staff member can terminate employment with one month of written notice or salary in lieu thereof. This could be due to a variety of reasons:

- Unavailability of project funds
- Denial/revocation of permissions from governmental bodies or project partners

In exceptional cases, notice may be waived at the discretion of the PIs and with the approval of HR.

Disciplinary/performance reasons: If the staff member exhibits continued poor performance, does not perform their contract obligations, or is found guilty of misconduct, CERP (on the advice of the PIs) will immediately end the individual's employment. It is possible to provide one week of written notice or pay in lieu thereof. Those performing poorly are also given a chance to improve their performance through the Performance Improvement Plan (PIP). The decision to put an employee on PIP rests with the PI/Senior staff on the project.

Non-Disclosure

A non-disclosure clause is added to all contracts that are issued by CERP HR. We can also provide an additional stand-alone non-disclosure agreement to bolster the standard clause.

Prohibition on External Work

While working full time at CERP, employees cannot undertake any job/assignment outside of CERP. This includes consulting agreements and teaching assignments.

Full-time research staff are eligible to transition to part-time employment. Requests will be evaluated on a case-by-case basis by taking individual performance and team needs into consideration. Final approval will rest on CERP's CEO and PIs.

ONBOARDING

Orientation

CERP HR onboard research staff during an employee's first few weeks on the job. An organisational orientation will take place, covering our structure and core values while sharing policies and rules, including expected behaviours and ethics.

STRUCTURE AND TITLE FOR PROJECT STAFF

CERP has several standard position titles for Research staff positions. Position titles were updated in 2020 late to ensure consistency throughout the organisation. All positions are now clearly linked to specific roles.

PIs may be directly involved in hiring the following positions of employees:

Title	Job Description	Qualifications
Research Assistant	Research Assistants assist in the development of data collection protocols, prepare requests for approval to relevant institutional review boards (IRB), clean data collected from the field and support with preliminary data analysis, write	Research Assistants typically hold undergraduate degrees and may have 1-2 years of work experience before joining CERP.

	project reports, and support other research assistant tasks as needed. Assistants will typically report to Research Associates or Senior Research Associates.	
Research Associate	Research Associates work closely with PIs and other field staff to perform a variety of tasks including, but not limited to: designing survey questionnaires, conducting qualitative research, running pilot exercises, refining study design and surveying instruments, managing survey teams, negotiating contracts with survey firms, checking and analysing data, cleaning data and assisting in preliminary analysis, assisting in the writing of project reports and policy memos, and coordinating with local partners running the programs being evaluated.	Research Associates will usually have a graduate degree and prior professional experience of 2-3 years. However, it is possible to hire a candidate with an undergraduate degree if they have relevant prior experience and the PIs feel they can fulfil this role.
Senior Research Associates	Senior Research Associates oversee a single project/project component that is complicated and has external partners but does not require the oversight of other Research Associates. They may oversee the budget for their component but may not have insight into all aspects of the project finances. Senior RAs may report to a Project/Program manager, or to the PIs directly.	Senior Research Associates may have a master's degree but typically have at least three to four years of prior work experience.
Project Manager	Project Managers will oversee a single project with responsibility for field management, data, reporting, budgeting, engagement with project stakeholder, and team management. Project Managers will report to the PIs directly but will also report to CERP Operations.	Project Managers typically have a master's degree and should have previous management experience, usually in Associate/Senior Associate roles.
Program Manager	Program Managers oversee multiple projects and are responsible for all aspects. Program Managers may also be members of the CERP Core Management Team, becoming involved with project development and other cross organisational initiatives. Program Managers will report to the PIs directly but will also report to CERP Operations.	Research Managers should have master's degrees and significant work experience in donor reporting, stakeholder management, and team management.

For our field teams, we have standardised titles of Field Assistant/Enumerator, Field Associate, Senior Field Associate, Field Manager, and Senior Field Manager across all projects.

CERP may also engage non-staff members to support projects. Potential arrangements include:

- Undergraduate or graduate students can be hired as interns. Student volunteers can be either international or national. Most internships with CERP are paid. Those who do not have a bank account in Pakistan can join as unpaid interns.
- PIs may choose to hire consultants for specialised, limited engagements rather than full-employment. Consultancies have different cost structures due to tax regulations in Pakistan and do not include CERP-sponsored benefits as these don't fall within the "employment" category. Note that the hiring

of consultants should not replace the required hiring of a full-time Research staff, which is required on all research projects.

COMPENSATION

Pay Scale

One of CERP's goals is to continue to recruit and retain top talent at all levels, so that our staff can conduct, manage, and support the highest quality research.

CERP HR is responsible for creating compensation structures that are fair and transparent across global markets. As such, we reserve the right to:

- Mandate compensation levels for staff on CERP's payroll
- Change or amend such pay scales as appropriate.

For purposes of project budgeting, PIs should work closely with CERP HR to arrange the appropriate staffing plan on the project.

Bonus

CERP has the following bonus scheme for research:

Bonus Scheme for Research (Cost to CERP)		
Coverage Vertical wise	Research	
Eligibility	This scheme is only applicable for FTEs HOD to project managers or equivalent	
Linkage with gross salary	Monthly Salary * number of months served in the year	
Components	CERP target achievements	Funding factor
	Max upper cap will at 150% of CERP achievement Over 70% actual CERP achievement percentage will be considered Scheme will not trigger if CERP & Department will not achieve 70% target Threshold 70%	150% 70%
	Linkage with Employee Grading	Opportunity Level
	Associate Director & above Project / Program Managers	Up to 10% Up to 05%
	Performance rating	Performance Factor
	Outstanding Exceed Expectations Meet Expectations	1.21 - 1.50 1.01 - 1.20 0.50 - 1.00
Calculation Formula	Monthly Gross salary *12*CERP funding factor%*Opportunity Level% * Performance factor = Payout	
Notes	<ul style="list-style-type: none"> • Bonus payout for employees hired during the fiscal year will be calculated on a prorated basis. • Bonus payout will be in two phases (Phase 1: First quarter - Phase 2: 3rd quarter). • Bonus will not be paid to employees in probation period. • Bonus will only be paid out to employees who are active FTE employees of CERP at the time of payout. 	

Employee Benefits

- Insurance
 - CERP provides all research staff with both health and life insurance
 - Insurance for research staff is covered by CERP and is not charged to project budgets
- Housing Accommodation and Relocation
 - CERP does not provide housing to any staff, and, as such, these costs are not included in project budgets

- Staff who relocate for employment purposes will be eligible to receive a (one-time) relocation allowance that will be charged to the project budget. All work-related travel and accommodation costs are borne by project budgets
- Outpatient
 - All FTE and contractual employees are entitled to outpatient medical scheme that is equivalent to 60% of their gross salary for the fiscal year
 - Field staff are excluded from this unless the project requests for their coverage and has a budget available for it. Only longer term field staff could be covered in this policy.
- Provident Fund
 - All FTE employees, after completing their 3 month probationary period, are entitled to provident fund scheme.
 - 8.33% of their gross salary is deducted every month and the same is contributed by CERP
 - If an employee is contractual at CERP and employee scheme is changed to FTE, 3 month probation is not required and provident fund deduction is made from that month.

Leave

CERP staff are entitled to the following leave:

- Two (2) days of paid time off per month of service
- Ten (10) days of paid sick leave over a 12 month contract
- Three (3) months of paid maternity leave, with the opportunity to take an additional two months of unpaid maternity leave pending PI approval
- Up to three (3) days of bereavement leave for a death in the immediate family or household.
- FTEs are eligible for 15 annual, 10 paid casual and 10 paid sick leaves. Annual leaves are earned leaves that could be encashed once an employee leaves the organisation. Annual leaves are applicable once an FTE employee completed one year of service with the organisation

All paid leave is charged to project budgets, and PIs must approve all requests for time off. CERP HR must be notified of all approved leave requests and sick days. If an employee receives PI approval for leave that exceeds their leave allotment, they may apply for unpaid leave. All unpaid leave requests are subject to approval by EVP, HR.

CERP observes holidays in accordance with mandated public holidays observed in Pakistan. These are announced to staff beforehand.

CERP has a policy of leave in lieu; if any gazette holiday is falling on a Sunday, Monday is declared as a day off. All employees are expected to take that day off and cannot add it to their leave balance to avail it later in the year. Leave in lieu is subject to the approval of the CEO, CERP and employees are informed about it beforehand.

Overtime

CERP does not offer overtime pay for salaried staff. Work beyond the regular work week is at the discretion of the employee and the employee's supervisor. Salaried employees may be asked to work overtime due to travel, special projects, meetings, etc. However, compensatory time off should be granted by project management/Pis but is not guaranteed.

PERFORMANCE MANAGEMENT

CERP's Performance Management Program is an on-going process of evaluating employee performance. It helps assess readiness for promotion, determines compensation, and improves productivity by communicating goals and expectations to employees.

CERP has moved to a new performance appraisal system known as Development of Objectives [D], Performance on Objectives [P] and Reward on Performance [R]. This DPR system of performance appraisal has been rolled out through HR cloud effective from July 2022.

Goal Setting

The first step in the process is to upload the goals in the system at the start of the fiscal year between July-August. These goals are trickled down by the PIs to the staff on the project. The goals are assigned different timelines and weightage depending on the project needs and the arrangement between PIs and their teams.

The goals can be edited over the fiscal year. Teams evaluate themselves on the goals throughout and PIs also carry out an evaluation of their teams towards year end.

Midyear Review

Midyear review takes place from mid-December to end of January and provides teams a chance to discuss their half yearly progress on the goals. The aim of the mid-year is for team lead to give feedback on performance, identify areas of improvement and mentor their teams to accomplish their goals well.

Performance rating is not provided in the mid-year review and it is purely a conversation.

Annual performance review

Full-time research employees will be evaluated between April and May during the annual performance review. This evaluation is the most important component of the performance management program as it determines promotions, increments, and incentives in the new contract that will be issued.

As PIs may not work directly with all staff members, they will be asked to provide comments on evaluation forms where possible. For direct reports (i.e., Program or Project Managers), however, PIs will be asked to provide substantive feedback.

Continuous feedback

CERP encourages PIs to engage in continuous feedback conversations with their teams to foster performance improvement and enhancement. We recommend that these occur on at least a quarterly basis. Employees are also encouraged to initiate performance conversations with PIs as needed.

Professional Development

To support the professional development of research staff, HR will work with PIs/project management to recommend learning opportunities for individuals. These must be aligned with job description or current role and cognizant of length of service. All decisions will be at the discretion of CERP's CEO.

Alternatively, PIs may make specific recommendations to meet project needs.

An adequate budget is sought to be allocated for these professional development training opportunities. For further details, contact CERP HR.

FINANCIAL MANAGEMENT

In collaboration with CERP Finance, researchers ensure that the research and its project design match appropriately with guaranteed funding, provide feedback on the operational budget, and designate the budget holder. Researchers also provide high-level oversight of project budgets and work with CERP Finance when significant adjustments are needed. Researchers are responsible for ensuring that adequate liquidity is available to fund the expenses on the project.

CERP Finance provides financial reporting for budget management & controls. CERP Finance will also provide a review of the proposed budgets at the grant proposal stage. Finance will advise the PIs on all taxation-related matters.

CERP follows set templates of budgets, invoices and financial reporting. Where the donors prescribe templates for donor reporting and invoicing, CERP will follow the same. The project management team will keep track of the upcoming reporting deadlines set by the donor. They will give the finance team sufficient time to prepare these reports.

The finance team will work with project management staff (Project Manager/Research Associate) to ensure timely submission of financial reporting as per the donor's schedule of reporting.

The project staff are responsible for the day-to-day project budget management. They convert the donor budget into an operational budget, monitor expenditure, and ensure that expenditures are being incurred in accordance with the project budget and donor rules and regulations. They are also responsible to alert the Finance team when adjustments (reconciliations) are required to journal entries, to provide CERP Finance with the appropriate financial codes for all project expenditures, and to follow all financial and procurement systems. The project staff also informs management as budget overruns become apparent and alerts them of any suspicious activities.

Budgets

The PI or the Project Managers need to submit budget and related documents to CERP Finance which reviews details of the proposal and related budgets. Operations comments on the administrative and logistical aspects of the proposal. The CFO conducts the final review of the budget and submits the proposal to the funder / donor or asks the project lead to submit the proposal as required. While reviewing the budget, the CFO will ensure that the new project is paying the required CERP overhead.

The overall responsibility to ensure that the budget is adequate to complete the project rests with the PI.

Change in Budget Line Items

Any changes to the budget line items will be dealt considering the respective funder's contract. Donors usually allow small changes to the line items (below a certain threshold), however for bigger changes, the Donor's formal approval is required. It is the Project/Program Manager's responsibility to flag these changes so a request can be initiated with the funder.

Accounts Receivable, Invoicing and Liquidity Management

CERP will raise invoices as per the contract terms. PIs need to ensure adequate funding and liquidity to meet the expenditures of their respective projects. CERP may extend liquidity on the projects during lead time (timing between submission of the invoice/deliverable and payment receipt). It is at the discretion of the CFO to decide the limit of funds to allocate from CERP to manage the lead time.

In case CERP is unable to fund for the lead time, project spending will be put on hold till the payment is received.

Financial Reporting

Project specific financial reports are prepared and shared based on requirements set out in respective funders' contracts. However, PI/Program Managers can ask for the project reports in CERP format on a monthly basis.

Overheads

As a principle, CERP will charge at least 15% as overheads and this will be agreed upon with the funder at proposal submission/contract signing stage. However, if the funder cannot make it 15% due to their policy restrictions, then the matter will be referred to the Finance Committee. The Board's Finance Committee may revise the percentage of overheads after assessing the viability of running the project at CERP.

CERP often sub-awards portions of its prime award to other research institutes due to certain specialised input requirements of the project. To cover their administrative expenses these sub-awardees charge overheads at a rate as per their own institutional policy. To streamline the overhead rate charged by CERP to donor and by sub-awardee to CERP, the rate to be charged by sub-awardee to CERP will be subject to following limitations:

For sub-awardees belonging to High Income Countries, the overhead rate will not be more than the rate allowed by the donor to CERP as prime awardee. But shall not be more than 10%.

For sub-awardees belonging to Low/Middle Income Countries, the overhead rate will not be more than the rate allowed by the donor to CERP as prime awardee. But shall not be more than 15%. Types of direct costs eligible for overhead will be as per the prime contract between CERP and the donor.

Please see [CERP's Policy on overheads here](#).

PROCUREMENT

All procurement of goods and services by CERP Operations is covered by the following policies.

Budgets for Procurement

All purchases will be made within the budgetary provisions approved by Donors. No action for procurement will be initiated by CERP Operations in the absence of a budgetary provision. Re-appropriation of project budgets between line items shall be approved by the PIs in consultation with the project administrators at the donor agency, as required by the contract terms. Any change in the procurement budgets would be communicated to the CFO.

Procurement Process

The following table outlines the process followed at CERP for procurement of stores, spares, fixed assets, and services. The purchase cycle for local procurement will be 1 - 2 weeks and 8 - 12 weeks for imports.

Value PKR 1 to 15,000

Purchased off the shelf by Operations from a reputed vendor
Approved by CFO

Value PKR 15,001 to 2,500,000

Operations will obtain (minimum) 3 vendor quotations
Best quote approved by CFO
Incase otherwise, CFO will document the justification and share with CEO

Value PKR 2,500,001 and above

Request for Expression of Interest (EOI) published in leading newspapers by Operations
Sealed quotations evaluated by the Procurement Committee established by the Board's Admin and Policy Committee
Top 5 organizations will be sent an invitation to submit proposals.
Offers will be unsealed by the Procurement Committee. Each member will individually evaluate each proposal and award score as per the evaluation criteria.
Comparative sheet prepared by Operations will be signed by the Procurement Committee
Approval by the Chairman of the committee for contract to the bidder ranked highest based on the combined technical and financial evaluation scores.

The procurement valued at up to 2.5 million can take up to 3 weeks, while the procurement process for greater than 2.5 million can take 6 to 8 weeks to complete. When planning for procurement, research teams should factor in this time into their timeline.

Procurement policy and guidelines by the funding agency

For project-related procurement, the policies and guidelines of the relevant funding agency will be followed if there is an inconsistency with CERP's standard procurement procedures.

Evaluation Criteria for Selection of Tenders by the Procurement Committee

It is the responsibility of the research team to provide specific criteria for selection of a vendor.

DIRECT CONTRACTING

The Procurement Committee may approve direct contracting (sole source contracting) if the procurement concerns the acquisition of supplementary services from an original supplier related to an ongoing project and if the change of supplier would result in incompatibility or disproportionate technical difficulties in completion of the work. This is if there is no inconsistency with the policies and guidelines of the relevant agency funding the project. This may be the case with large service providers such as research consultancies/fieldwork teams. All such approvals will be communicated to the CERP Board of Directors.

Procurement Audit

The procurement audit ensures that all purchasing guidelines have been followed and that the procured goods or services are of satisfactory quality. This further protects CERP's financial and operational integrity, bolstering the organization's risk assessment & management.

Non-Performance and Termination of Services

CERP signs agreements with each service provider clearly stating the terms of reference, deliverables, and a termination clause for non-performance.

CERP staff who are responsible for interacting with the provider must identify and address any performance issues with the supplier as they occur. However, if the supplier is not willing to fully comply with the terms of agreement or is not capable of providing the quality of service that is required, CERP Operations will immediately forward a case for termination to the Procurement Committee. The Committee would decide the terms of termination, including withholding of any or all payments to the non-performing supplier and can also blacklist the supplier from all future dealings.

COMPLIANCE, REGULATORY MATTERS, AND GOVERNMENT APPROVALS

CERP is responsible to ensure that all legal liabilities towards federal and provincial authorities in Pakistan are met in a timely manner. These include:

- Federal Board of Revenue (FBR): Income tax
- Punjab Revenue Authority (PRA): Sales tax
- Securities and Exchange Commission of Pakistan (SECP)
- State Bank of Pakistan
- Ministry of Economic Affairs, Economic Affairs Division, Govt. of Pakistan
- Other relevant authorities as designated by the Government of Pakistan from time to time

CERP is bound to disclose any information that is required by the relevant authorities.

State Bank registration of contracts for payments going out of Pakistan

CERP needs the approval of the State Bank of Pakistan before it can make payments to its foreign subcontractors and consultants. SBP reviews the grant contract and any further information, which it may require before approving these payments. This process can take up to 8 weeks, and any foreign payments should be planned in consultation with CERP Finance.

Government Approvals Required for the Research Projects

While CERP Finance will ensure compliance with the tax authorities, the PIs and their research team are expected to support the CERP Government Relations team in a timely and expeditious manner for the work to obtain the government approvals. These approvals are granted at two levels:

- Federal level, by the Ministry of Economic Affairs, Economic Affairs Division (EAD)
- Provincial level, by the Home Department of the province, and at District level, by the district administration officials

ECONOMIC AFFAIRS DIVISION (EAD) APPROVAL

The Ministry of Economic Affairs, Economic Affairs Division regulates foreign funding flowing to the nonprofits and charitable organisations working in Pakistan. CERP being a not-for-profit organisation (NPO) under the Section 42 of the Companies Act has to comply with the Government regulations for the NPOs.

This requires CERP to inform the EAD about each grant it receives from a foreign donor/partner organisation. Each new grant on an existing or new research project has to be registered with the EAD. The Government Relations team at CERP will flag this requirement to the Project team as it arises, and after getting the due information from the Project, submit this information to the Ministry of Economic Affairs.

To apply for the EAD's approval, following two documents are required:

- Annual Action Plan
- Funding Guarantee Letter/Donor Commitment to Fund a Project

The EAD requires that the above information must be submitted prior to starting a project. The research team will work closely with the CERP Government Relations team to compile this information and help the

latter submit this information in a timely manner. Failure to get the EAD's approval can affect the flow of funds.

PROVINCIAL AND DISTRICT LEVEL NOC (NO OBJECTION CERTIFICATE)

A research project may also require the NOC from the provincial government and district authorities if it involves field work, field activities and/or data collection at Household / Community level.

The time for the NOC can vary considerably across different projects based on

- the level of Govt. support for the research project (whether it is formally supported by a Government department or not);
- the geographical scope of the study (i.e., the number of districts where project activities are planned).

The research team must factor in up to 12 weeks for the NOC process to complete and submit the application at the earliest possible time. If your research involves any type of field activity, you should contact the Government Relations team to initiate the NOC application process. Without the NOC, a project will not be allowed to proceed to the field activities.

Obtaining NOC is easier and takes less time, when the NOC application is moved by a government department on behalf of the specific CERP research project. This is possible when the research project is formally supported by a relevant Government ministry, department or other Government entity. This formal government support can come in the form of an MoU, a government summary document defining the role of CERP in a government-led project, or a letter of support.

When a government department moves the NOC application to the Home Department, it also comments on the research objectives in general and on the survey instruments more specifically. Its comments are meant to certify to the Home Department that the field activity being proposed has nothing objectionable or detrimental to the public peace and interest.

The NOC process at the District level can get delayed without the presence of on-ground project resources to engage in follow-up visits to the district officials. CERP Government Relations team depends on the research team to either make an existing field team member available for these visits or (if such a resource is not available) to hire a field resource for the purpose.

ETHICAL AND PROFESSIONAL CONDUCT IN GOVERNMENT RELATIONS

CERP teams interact and engage with Government agencies on a regular basis not just for Government NOCs and approvals but also for project-related work e.g., requests for data, project coordination and collaboration, interviews, engagement events, and so on. All efforts of outreach with the Government should be undertaken keeping in view CERP's high regard for ethical and professional conduct.

This means that CERP staff should not engage in questionable conduct which can be construed as an attempt to bribe government officials for gaining unfair or illegal advantage. All Government relations efforts are governed by CERP's following policies.

- Conflict of Interest policy
- Corruption, Bribery, Fraud and Theft

In case of doubt or any questions, please contact governmentrelations@cerp.org.pk.

OPERATIONS

This section covers Operations policy, including:

- Information and Communications Technology (ICT)
- Insurance
- Asset Registry
- Travel
- Risk Management
- Safety and Security
- Employee Responsibilities and Guidelines

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Internet and Email Addresses

All CERP employees are provided with CERP email IDs and high-speed internet connectivity at CERP offices. Staff are also provided with portable internet devices if they need to travel for project related field activities. All internet and email usage is governed by CERP ICT Policy (CERP Employee Handbook).

Mobile Phones

CERP may provide official mobile phones and connections to staff for specific project-related work. Staff members are strictly prohibited from using the official mobile phone for personal use. Use of official mobile phones is governed by CERP ICT Policy (CERP Employee Handbook).

INSURANCE

Group Insurance Programs for Individual Employees

Eligibility

All CERP employees who are employed in a position that is sixty (60) days or more in duration or have field-intensive work are considered eligible for insurance benefits (Group Health and Life Insurance) as determined by CERP. These are provided at no cost to eligible employees.

Enrolment

All eligible staff members will automatically be enrolled in CERP's group insurance plans within 30 days of the date of hire. If an employee does not want to be enrolled, they must notify CERP Operations (Operations@cerp.org.pk) in writing.

Claims Settlement

The claim settlements are subject to the specific case conditions and as per the insurance company's policy.

A) Health Insurance [in-patient coverage]

CERP provides comprehensive health coverage for employees. The maximum amount is determined by the CERP management at the end of each calendar year. This includes all hospitalisation costs including consultant charges, medicines, and tests. Room rental per day is also covered up to a predetermined amount.

CERP health insurance does not currently cover out-patient treatment. Out-patient treatment is reimbursed by CERP only to permanent full-time employees and only to long-term contractual employees, according to the out-patient policy.

B) Life Insurance

CERP provides life insurance to all eligible staff members. The coverage assures a sum of PKR 1.5 million in the event of a natural or accidental death of a covered employee. The plan also provides coverage for:

- Permanent total or partial disability: This coverage provides for payment of the sum assured, or a percentage according to a specified schedule in the event of permanent total/partial disablement due to an accident.
- Temporary total disability: If an insured individual becomes temporarily totally disabled due to an accident the insurance benefit provides weekly payment of a specified amount during the period of disablement.
- Terminal illness: If an employee becomes terminally ill the insurance company will advance 50% of the sum-insured payable under group life insurance.

The details of all available benefits under the insurance plans are explained in the Life Insurance Booklet which is available with the Operations Department.

ASSET REGISTRY & ASSETS INSURANCE

CERP maintains an asset registry for all equipment and non-perishable products that have been procured. A reconciliation and physical verification of all assets are conducted on a quarterly basis.

In CERP's annual audit, there is a bifurcation of assets as 'Project Assets' and 'CERP Assets' to clarify that project assets are not the property of CERP.

Stolen or missing assets are to be reported to the local police authority. If the loss is covered under the insurance policy, then the insurance company shall be contacted within 3 days of report.

All CERP laptops and tablet PCs are insured against theft by external, forcible, and/or violent means. Equipment will not be covered if it is stolen if it is left unattended in a parked car or other place. Further exclusions to the policy are explained in detail in the insurance policy which is available with the Operations Department.

It is the responsibility of the Employee to take necessary care of the assets given in their use &/or custody. Loss or damage due to negligence of the employee will be recovered from the employee.

Cash-in-transit should be avoided in all circumstances. When it is unavoidable, CERP Operations should be consulted beforehand to ensure that any risk of loss is eliminated.

All CERP furniture and fixtures are insured for fire and burglary.

Assets Disposal upon the Project Completion

At the time when a project comes to a close, all project assets go into CERP's custody. CERP will decide the disposal of these assets in consultation with the project donor(s). Project staff should surrender all project assets in their use to CERP. They cannot decide unilaterally or enter into consultation with the donor(s) to dispose of the project assets.

TRAVEL

LOCAL TRAVEL

CERP staff members are frequently required to travel away from the office for fieldwork, meetings, or other work-related activities. For such travel, Project/Program Managers must take the following steps:

- Authorize each travel request by their team members. This is taken as an authorization for travel on behalf of the PIs and a verification that it is for work activity.
- Submit the online Payment Request form to request cash for the expenses incurred over the course of travel.

For non-Pakistani PIs and project staff who need to travel to the field, CERP needs to apply for and obtain the NOC. This NOC not only authorises travel but also is a means to obtain necessary security arrangements by the government at the local level. This is an important step, and should not be bypassed. Since this NOC takes time to process, PIs and project staff are supposed to share their complete itinerary with the CERP Operations and Government Relations teams.

Details relating to specific travel-related needs and expenses are given below.

Transport

CERP covers transport costs for any travel related to CERP work. Managers are responsible for selecting the most appropriate form of transport (bus, train, taxi, rental car) depending on time constraints, safety, and budget. Project Managers should consult with the Operations Department for logistical support.

The Operations Department keeps a list of preferred vendors for buses, taxis, and other transport needs. Expenses for transport costs will only be reimbursed if proper justifying documents (receipts) are provided.

If any individual uses a personal vehicle for CERP related work, they will be reimbursed for the cost of fuel and maintenance based upon the mileage. Please see the current reimbursement rates (Annexure A) .

Accommodation and Meals

CERP provides accommodation when staff must travel overnight for work. All trip arrangements must be approved by managers prior to travel.

CERP has corporate relationships with hotels in various cities, with room charges directly billed to the organisation. Managers should refer to the Operations Department for a list of approved accommodation providers. If a staff member is staying at a venue which is not on the panel, the Project Manager must authorise the stay beforehand.

CERP also covers the cost of meals during field travel outside the duty station. Please see the allowed limits for meals.

CERP staff can claim expenses incurred for accommodation and meals during official travel. All claims will be reimbursed or adjusted against advance cash, upon submission of bills/receipts.

Expenses for accommodation and subsistence costs will only be reimbursed if receipts or other supporting documents are provided.

INTERNATIONAL TRAVEL

CERP staff may also be required to travel outside of Pakistan for project related assignments, meetings or training. All expenses for accommodation, meals and transport during international travel will be based on the

available project budgets and the country of visit. The Operations Department will authorise payments for travel-related expenses (subject to approval from the relevant PIs or CEO).

DATA MANAGEMENT POLICY

CERP seeks to promote the highest standards in the management of data and records as fundamental to high quality research and data analytics as well as academic integrity.

DATA PRINCIPLES

Research data and records should be:

- Accurate, complete, authentic and reliable;
- Identifiable, retrievable and replicable
- Secure and safe;
- Kept in a manner that is compliant with legal obligations and, where applicable, the requirements of funding bodies and project-specific protocols.
- Compliant with institutional review boards (human subjects committees)

CERP is committed to conducting high quality, ethical research and ensuring respect for and protection of human subjects participating in CERP research. IRB approval is a fundamental part of CERP's research quality protocols. CERP requires that all CERP implemented projects must be reviewed by and obtain approval from an IRB of a reputed and recognized international university or a similar IRB institution, as well as a nationally recognized (or equal) IRB in Pakistan (when a local i.e. Pakistani IRB is required by the researchers' parent institution/donor) whose protocols, and procedures are consistent with international standards prior to commencing any human subject research activities.

DATA CONFIDENTIALITY AND NON-DISCLOSURE

All intellectual property and data collected/used by individuals during their affiliation with CERP will remain the property of CERP. Team members may be given access to confidential information and data, for the performance of their duties and this information must be protected and used only and if deemed necessary by the CERP Management and Board.

CERP team members must not disclose or use any part of any confidential information outside of the performance of their duties. Moreover, individuals should not be involved in the improper use or disclosure of any confidential information during or after their employment without the employer's prior consent. 'Confidential information' includes any information in any form relating to CERP and related bodies, which is not in the public domain.

A non-disclosure clause is added to all employment and consultant contracts that are issued. CERP may additionally require managerial staff to sign an extensive non-disclosure agreement that is to protect the data shared with them. This will include data directly linked to research projects/programs, client organisations, and any other data relating to the wider activities of CERP.

Upon termination of their affiliation (employment or otherwise) at CERP or any other time thereafter, individuals are required to submit to CERP all records, reports, manuals, computer files in any media or other documents (and copies thereof) relating to CERP. Individuals may not then possess or have under their control any of the above-mentioned documents after termination of their employment with CERP. A secondary non-disclosure agreement is signed at the time of leaving/termination in order to protect all the content that the individual had worked on during their affiliation period at CERP.

Any individual who fails to follow the confidentiality/non-disclosure policy of CERP and discloses vital information related to CERP to any third party will be subject to disciplinary and/or legal action, even if he or she does not actually benefit from the disclosed information.

DATA MANAGEMENT

CERP Project Teams are encouraged to draft and follow a data management plan that outlines how the research data for a specific project will be collected, organised, stored, backed-up, preserved, shared, archived and disposed and which is in accordance with the principles outlined in this document.

Plans need to be updated when the data management needs of the project change significantly from those captured in the existing plan. Revised plans must be shared with relevant members of the research project team in a timely fashion.

CERP Research teams must set and follow a data directory structure for the creation, storage, data editing and analysis of the data collected.

CERP Research Teams are encouraged to create well-defined structures for coding files that are in accordance with the needs of the project, the project investigators, funders and this data management policy.

Raw data files are to be stored safely and any changes to the raw files tracked.

The project specific data process and protocols should be well-documented.

- Treatment allocation should be saved for easy referral to at any point in the project cycle.
- No changes should be made directly in the data files but should be tracked through the statistical software package in use.

Data documentation and statistical code files should be well-commented out and formatted for easy replicability of the code.

Record Storage and Retention

Physical Records Storage

Printed records must be stored safely in filing cabinets or locked drawers. Important, confidential files mustn't be left in open office areas. When employees need to carry physical records out of the office, they must prevent them from being damaged, lost or stolen. CERP advises team members to avoid relocating records as much as possible.

Electronic Records Storage

Electronic records must be protected by passwords, firewalls and other security settings (both locally and in the cloud.) Employees are responsible for keeping these records intact. For example, if an employee shares a Google spreadsheet, they must decide whether to give colleagues permission to edit, view or comment. Employees should not grant editing privileges unless necessary. Also, when employees access electronic, confidential records outside of the office, they should ensure that both their devices and networks are secure. They should not leave their screens and devices unattended while logged in to our company's accounts.

Record Retention

Generally, CERP will preserve all employment records indefinitely, notwithstanding any legal regulations. However other records will be determined on a case-by-case basis. However, if something is marked for deletion, after the data retention period has passed, authorised employees may choose to discard records for a specific reason. They will usually do this either by shredding physical documents or deleting data from a database or computer. Printed copies of electronic files should be shredded, too. Records may also be discarded upon request from a stakeholder. For example, a project may ask for an official email address to be deleted. In this case, managers should authorise employees to discard relevant records. When files need to be



discarded, employees must not create copies or store information on their devices. This may constitute a security breach and warrant disciplinary action.

CERP VERTICALS

CERP VERTICALS

You as a researcher and a PI on your project(s) housed at CERP can engage with CERP in multiple ways. You are strongly encouraged to get acquainted with the work of CERP verticals. This will help you build stronger linkages within the policy environment, create synergies and support CERP's mission of bringing world-class research to CERP and having a lasting, long-term policy impact.

See the below pages to understand how you can collaborate with and support CERP verticals.

CERP SURVEY UNIT

CERP Survey offers expertise in the full data collection cycle, using cutting-edge practices to ensure leading standards of data quality, accuracy and reliability.

In light of the dearth of rich, diverse and in-depth data focusing on Pakistan, CERP Survey's primary aim is to make such high quality, accurate and reliable primary data a reality. Survey provides data collection services to leading academics, organisations and institutes, facilitating critical evidence based research and policy making.

CERP Survey's expertise encompasses all stages of the full data collection cycle - from instrument development and deployment to field team recruitment and training, as well as data processing and management. Survey's data collection practices have been developed by leading global academics in diverse fields of interest, leading to internationally recognised (and published) research. Survey has an in-house highly qualified, IRB certified team to manage data collection across multiple projects on their roster.

All CERP projects have the option to employ the Survey team to conduct data collection activities. The main services provided by Survey are as follows:

Data Collection

- Computer Assisted Personal Interviewing (CAPI), Computer Assisted Telephone Interviewing (CATI), Paper and Pencil Interviewing (PAPI)
- Focus Group Discussions (FGDs)
- Structured and unstructured qualitative interviews
- Field team recruitment and training

Questionnaire, Sampling Methodology, and Instrument Design

- Working with researchers, policy makers and private sector firms on questionnaire development, sampling methodology and instrument design
- Coding of survey instrument on ODK (Open Data Kit) platforms
- Translations of survey instruments in local languages

Data Management & Visualization

- Real time Data Dashboards: Survey provides their clients with real time updates, data visualisations and insights through unique, advanced and custom-built live dashboards.

Consulting and Capacity Building

- Working with clients (government as well as private sector) to identify data collection needs and then advising on deploying an appropriate platform
- Building capacity of the client to collect high quality data by;
 - Deploying ODK based data collection platforms
 - Offering trainings and building capacity to collect data in the field
 - Deploying case management systems
 - Running quality checks on the data collected by the client

Third Party Monitoring Services

- Working with private sector partners, as well as government partners and research teams to conduct monitoring activities/checks on on-going projects.

SURVEY UNIT HIGHLIGHTS

Data quality assurance

CERP Survey is distinguished by their commitment to strict quality control measures and innovative problem-solving mechanisms that ensure accuracy, validity, reliability, completeness, and timeliness across all our work.

Real time custom data dashboards

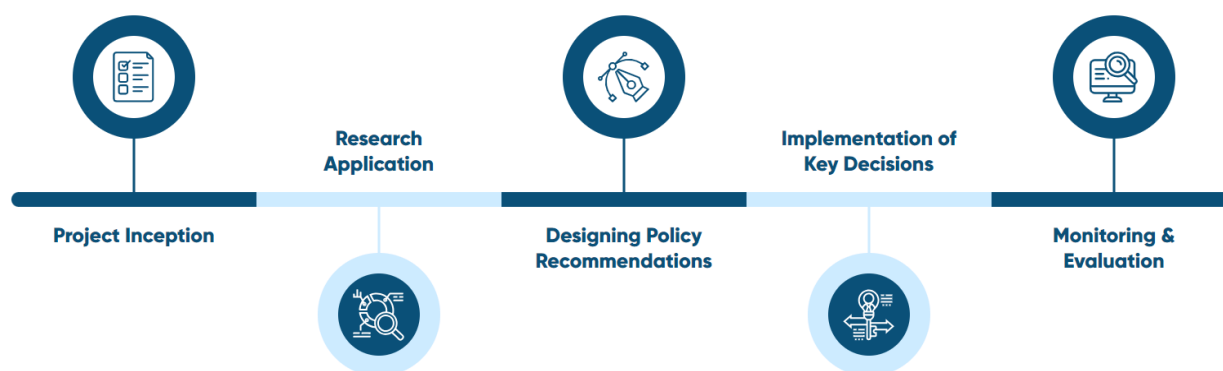
Surveys` high quality practices allow them to provide their clients with real time updates, data visualisations and insights through unique, advanced, and custom-built live dashboards.

Please see CERP [Survey Brochure here](#). For more information, please reach out to the Survey team at survey@cerp.org.pk

POLICY ADVISORY

CERP's Policy Advisory aims at bridging the gap between research and evidence, and policy implementation in Pakistan. Drawing on CERP's core strengths - identifying and investigating pressing socio-economic and development issues and building data and evidence-based knowledge - Policy Advisory ensures this knowledge feeds into policy design and implementation. We uniquely position CERP at the forefront of development, research, and policy, translating insights into policy action for both public sector and private sector clients.

- Deploy CERP's internationally recognized body of research to impact policy space.
- Develop contextualised evidence-based insights.
- Monitor results to create iterative policies and programs.



Diverse and expanding Policy Advisory project portfolio includes:

- Digital Policy
 - Policy & Regulation Monitoring for Big Tech MNC
 - Sindh and Punjab Government Digital Policy Advisory
- Public Health
 - SCALE (Covid-19 Policy response)
 - MMS for Maternal Health
- Social Protection
 - Covid-19 Social Protection
 - Economic Vulnerability - Policy Insights
- Environmental Protection
 - Green Financing in BRI

ANALYTICS

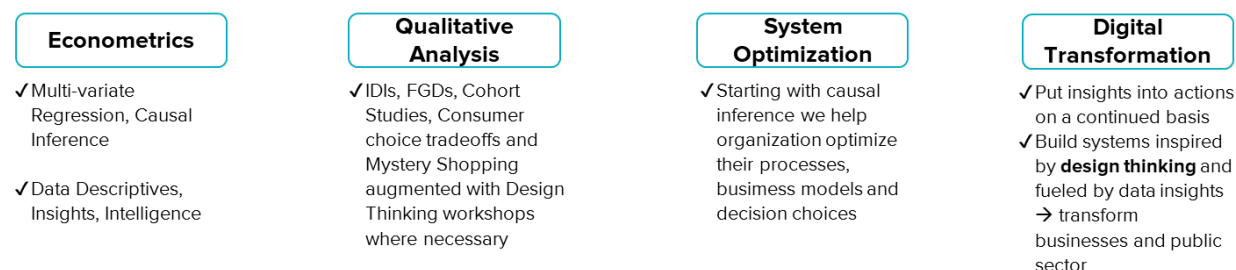
CERP Analytics works with public and private sector entities, enabling them to make better decisions using existing untapped data as well as primary data collection. In addition to providing quantitative analysis using econometrics, strategy, and operational advice, CERP Analytics deploys human-centred design and behavioural analyses for rich and contextual insights, relevant in public sector, B2B and B2C settings. CERP Analytics team collaborates with its clients to understand their goals, processes and context. Using this knowledge it converts data descriptives into powerful data insights and intelligence.

CERP'S APPROACH TO ANALYTICS:

- CERP operates at a unique conjuncture of Econometrics and Analytics
- The econometrics domain largely deals with Macro-economic phenomena such as employment, wage, economic growth, environment, agriculture, and inequality, but these principles are equally applicable in solving business and machine learning problems.
- CERP can combine Econometrics with analytics to solve the most pressing social & development challenges that Governments, public sector organisations, Regulatory bodies and firms are facing.
- CERP uses evidence to help public and private sector entities make effective decisions and we help with making evidence actionable and repeatable through digital transformation.
- Our MLE practice offers rigorous RCT based or mix-methods impact evaluation and process evaluation services.

	Descriptive Analytics (Foundational)		Diagnostic Analytics (Operational)	Predictive Analytics (Insightful)	Perspective Analytics (Strategic)
Question	What happened in the past	What is happening now?	Why did it happen and what are the relationship?	What will happen in the future	How should we act in the future
Process Focus	Reporting	Measuring/Monitoring Key Performance Indicators	Trend analysis, situational analysis, Root Cause, Cause and effect & cluster analyses	Forecasting, Probability Assessment, Risk Management, Prediction	Scenario Based Planning, Strategy Formulation & Simulation Option Optimization
Tools & Technique	Static & Interactive Reports	Dashboard, Performance Scorecards	Data mining, Modeling Statistics, Query Tools, Spreadsheets, OLAP Tools, Decision Trees	What-if Analysis Machine Learning, Predictive Modeling, Neural Networks, Data Visualization	Discrete Choice Modeling, Linear and Non-linear, Programming, Value Analysis
Econometrics					

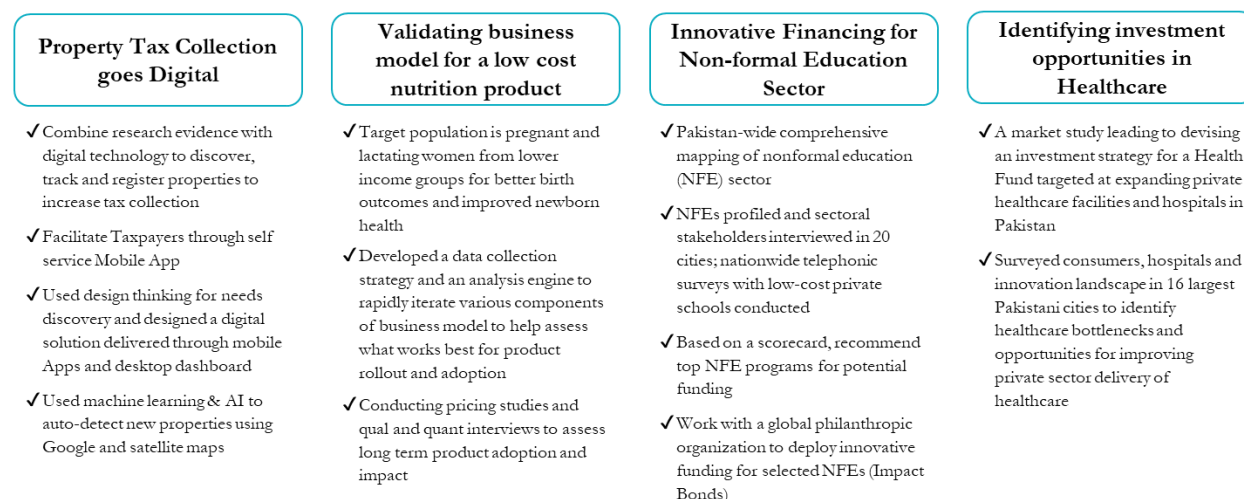
We deploy a combination of tools best suited to solve a problem



CERP Analytics follows the process of discovering, interpreting, and communicating significant patterns in data. Quite simply, analytics helps us see insights and meaningful data that we might not otherwise detect.



Examples of our work



LEARNING HUB

CERP aims to build a ‘culture of evidence’ at all levels of decision making and implementation within the public, private, and development sectors. Through its Learning Hub programs, CERP’s goal is to improve individual and collective decision making, and to increase organisational effectiveness by combining evidence and practice to inform policy. The programs engage world-class faculty that deliver teaching modules designed and tested internationally and adapted to country-specific context. The coursework is led by faculty from a diverse set of institutions (including, but not limited to): Harvard University, Duke University, London School of Economics, Warwick University, Lahore University of Management Sciences (LUMS), and others. To date, the Learning Hub programs have trained over 6000+ individuals across the public, private and development sectors, as well as academia.

Learning Hub operates with two key types of programs:

- Open-enrolment trainings, like:
 - Evidence-Based Program Design (EBPD)
- Customised / institutional-level trainings, for example:
 - Building Capacity to Use Research Evidence for various government institutions,
 - Customised Monitoring & Evaluation Boot Camp for the Planning Commission,
 - Customised Evidence-Based Program Design (EBPD) for P&D Sindh,
 - Leading Thinking Firms for YPO, (Young Presidents’ Organization)
 - The Art of Business Negotiations for EO & others

For customised training, the vertical conducts a thorough needs-assessment, as well as extensive secondary research to ensure the content fit for the organisation / participants and optimal value from the course.

CERP Learning Hub’s portfolio comprises of the following:

Building Capacity to Use Research Evidence (BCURE)

CERP’s BCURE programme is a series of trainings that aim to increase technical skills and motivation for the use of data and evidence. It has been implemented in collaboration with the National School of Public Policy in Pakistan and Evidence for Policy Design (EPoD) at Harvard University. Under the BCURE program, nationwide workshops have been organised in Islamabad, Karachi, Lahore, Peshawar and Quetta. BCURE training has been put to successful use at the Civil Services Academy and National School of Public Policy in Pakistan since 2014, and the Harvard-BCURE program is the first systematic, civil service-wide effort to change the culture of evidence use in the public sector.

Evidence-Based Program Design (EBPD)

Presented in collaboration with the Global Evaluation Initiative and Evidence for Policy Design (EPoD) at Harvard Kennedy School, the four-day workshop provides participants with the technical tools required to apply a structured and highly practical approach to programme design and implementation. It is an open enrolment course designed for public and development sector professionals, that incorporates economic theory and evidence at every stage to maximise programme effectiveness.

Innovative Leadership In The Age Of Data (ILEAD)

CERP’s ILEAD is a three-day course that employs cutting-edge pedagogy and experiential learning in groups to give the participants a vision to transform their organisations into entities that can absorb, analyse, and learn from data. ILEAD serves as a new forum for building consensus using hard evidence in a country that faces numerous challenges at all levels, including the top.

Leading Thinking Firms (LTF)

CERP's LTF is an intensive day-long bootcamp-style course that builds participants' ability to leverage data to make strategic decisions, and use iterative design to rapidly test and hone their solutions.

Monitoring and Evaluation (M&E) Boot Camp

The M&E Boot Camp is a series of three online courses offered by CERP Learning Hub. This course is an open-enrolment programme within the following topics:

- Monitoring and Evaluation
- Qualitative and Quantitative Research Methodologies
- Project Management

Each course is run over a period of 3-4 consecutive days (varies by course) and has a duration of up to 4 hours per day.

Policy Skills & Leadership (PS&L)

CERP's PS&L is a three-day intensive workshop that focuses on three fundamental topics: Exercising Leadership, Negotiation Skills and Policy Skills.

SUPPORTING LEARNING HUB'S WORK

The Learning Hub team has proudly worked with and drawn on CERP PIs' rich and extensive experience in pedagogy and research, by bringing them onboard as faculty. CERP PIs have also volunteered their teams' time as teaching fellows to support CERP's mission in creating a culture of evidence-based decision making. The Learning Hub team has also supported the PIs by building the capacity of their team members by having them as trainees in these courses.

CERP strongly encourages the PIs to continue supporting the Learning Hub team in all these ways.

For more information, please write to trainings@cerp.org.pk.

MARKETING AND PARTNERSHIP

DISSEMINATION EVENTS, POLICYMAKERS ENGAGEMENT, GOVERNMENT RELATIONS MANAGEMENT FOR POLICY IMPACT

Coherent, clear and relatable communication is essential to a dynamic organisation. At CERP an active dialogue is encouraged across all channels to create a holistic web presence and open in-house conversations.

Visibility is critical for the research studies and findings to become critical. In an attempt to strategically and effectively disseminate research work and findings, CERP's inhouse Integrated Communications services will be available to all the PIs.

CERP's Communications team is responsible for the strategy, oversight and advising of all outreach and external engagement with the public. We are also responsible for establishing and communicating our methodology and core identity to all stakeholders.

Communications can support print, design, photography and videography requirements. For further information, please email your brief to communications@cerp.org.pk for more information.

COMMUNICATION CHANNELS

We are responsible for communicating CERP methodology and core identity to all stakeholders, through a variety of channels. These include:

- Internal and external newsletters & updates
- The CERP website, including all job postings
- Traditional Media: Newspapers, news channels, radio
- Online media: Podcasts, Blog Posts
- Social media: Instagram, Twitter, Facebook, LinkedIn, Youtube, Glassdoor, and others
- Print materials: Brochures, Pamphlets, Fliers, Papers and Reports
- Dissemination events: Policy Dialogues, Panels, Lectures

CONTENT

CERP Communications develops communications strategy and content with programme teams, Research Fellows based on the project's needs.

Because of the sensitive nature of research information, PIs should provide updates to us, including working papers, papers and any other publications they would like to see publicised.

Alternatively, PIs are encouraged to work with us to develop news items and other programme-related highlights for website, social media and develop other media to promote their work at CERP.

Third party postings, which are not related to CERP or its partners, will be posted only after reviewing the nature of the content against the internal communications policy.

Content types

- Articles
- Blog posts
- Newsletters
- Policy briefs
- Videos

Content Approval

CERP seeks approval from the appropriate PI on the language used to describe our studies in CERP publications and outreach activities. Once we have obtained approval on standard language from the researcher for dissemination, we may continue to use the approved standard language in other mediums.

Content Guidelines

All CERP communications must:

- Be of acceptable language, non-political, non-religious and factual.
- Ensure the confidentiality of sensitive information
- Follow the editorial style guides and brand guidelines

EVENTS

Before hosting/attending speaking engagements and presentations which are related to CERP's relations with the public, industry or government, please run it by the communications department.

GIVING TO CERP COMMUNITY

CERP community always looks forward to engaging with CERP Research Fellows and Principal Investigators. Therefore, CERP Marketing and Partnerships team may reach out to you with requests to host a session to share your research work and your story. You are encouraged to share your planned visits to Pakistan and to CERP, so that these events are appropriately announced and invites are circulated.

Annexure A

TRAVEL AND FIELD COSTS

For further information, please contact Operations (operations@cerp.org.pk).

Using Personal Vehicle

Reimbursement of travel cost for using personal vehicle for official purpose: pkr 40 per kilometre:

Staff should mention the exact number of kilometres driven for each trip in the reimbursement form. They must also mention the purpose and places visited during each trip. Toll costs will be covered while travelling outside the duty station.

Field Travel Costs

Hierarchical Level	Maximum allowed limit (Per person, per meal)
Associate Director and Above	PKR 2500
Managers	PKR 1500
Staff	PKR 1000
Field Staff	PKR 500

- All meal costs will be reimbursed or adjusted against advance cash upon submission of receipts.
- Meal Reimbursements will not be covered for travel within the duty station.
- Multiple members of a team are expected to carpool when traveling to the same destination.
- All expenses will be submitted to Finance Department with the relevant documents.

Annexure B

MEDICAL INSURANCE COVERAGE

CERP provides the following insurance coverage limits to all staff members:

Expense Type	Project Managers & Above	All other staff
Comprehensive Hospitalisation Expense (per year)	PKR. 750,000	PKR. 550,000
Room Rent (per day)	PKR. 35,000	PKR. 30,000
Pre-Hospitalization Limit (Diagnosis, Consultation & Medicines)	30 days	30 days
Post Hospitalisation Limit (Follow-ups)	30 days	30 days
Day-care Surgeries & Specialized Investigations in Outpatient Setting Including but not limited to: Dialysis, Cataract Surgery, MRI, CT Scan, Endoscopy, Thallium Scan, Angiography, Treatment of Fractures, Local Road Ambulance for Emergencies only, Emergency Dental Treatment due to accidental injuries within 48 hours (for pain relief only).	COVERED	

Full-time women employees with more than three years tenure at CERP are eligible for reimbursement of up to PKR 120,000/for delivery-related expenses.

For more information about insurance coverage, please contact Operations (operations@cerp.org.pk).

Annexure C

SAFETY AND SECURITY

To ensure employee safety and security, CERP management is responsible for undertaking the following:

- Non-Pakistani PIs and interns or other foreign visitors should always accompany a local CERP colleague when travelling; they should exchange contacts with the Operations team and keep the Ops team informed about their itinerary.
 - Foreigners may also require special approvals by the government agencies to travel to field locations for research purposes. This approval process can take a few days' time, and it is mandatory to keep the Operations team informed about the travel plans in advance.
- Maintaining a list of approved hotels in areas in which CERP staff operate.
- Vetting the car company and drivers that CERP hires, ensuring that they abide by the following rules:
 - All drivers have a valid licence
 - Vehicles are well maintained and checked daily
 - Seatbelts are functioning and can be easily accessed
 - Car doors are kept locked while travelling
 - Drivers do not over speed. All drivers must follow the official speed limits. Speeding tickets on any route will be counted as a serious offence.
 - Drivers take extra precautions when driving through rural villages or on undeveloped roads with high pedestrian activity
 - Drivers need to refuel the vehicle after consumption of 3 quarters of the tank
- Employing a reputable security company that will provide guards for CERP's office, ensuring:
 - Guards are vetted and adequately trained
 - The security company informs CERP of any new additions or temporary replacements
- Ensuring that functioning fire extinguishers are available in CERP's office
- Providing a fully stocked first aid kit on each floor

Employee Responsibilities and Guidelines

When travelling, CERP employees are required to observe the following guidelines:

- Leave a planned itinerary with the Project Manager or team lead.
- Employees are also advised to map their route on Google Maps before leaving for the field so that they know if they are going in the right direction.
- Always wear seat belts, whether seated in the front or rear of the vehicle.
- In remote areas or where threats may be present along the route, select primary and alternate routes.
- Avoid areas with criminal activity or known threats.
- If approaching a suspicious area, stop well before the area and observe other traffic passing through it. This is especially useful for “unofficial” or unexpected checkpoints or police roadblocks.
- Avoid transporting sensitive documents or equipment in areas prone to banditry.
- Avoid night driving or driving alone. Plan your travel in a way that you reach your destination before sunset; if it is inevitable, you need to notify and seek permission from your supervisor. Female coworkers are not allowed to travel to the field alone. They should always accompany a male colleague.
- Carry a list of emergency names, addresses, phone numbers and the names of reputable hotels along the route.
- In public areas or on local transport, sit near other people and hold all belongings.

When deciding for accommodation and hotels

- Be sure the hotel is approved by CERP management.
- Inform managers of hotel name, location and room number.
- Note the evacuation route in case of fire or emergency.
- Keep a torch/flashlight by the bed to aid emergency evacuation.
- Always secure doors when inside the room, using locks and security chains.

Incidents and Emergencies

Road Accident:

- If a road accident is mishandled, it can quickly change from an unfortunate incident into violence and a security risk. The following procedures are therefore recommended to CERP staff in the event of such an accident:
- Contact local authorities (Police helpline 15) immediately and cooperate as required.
- Contact the CERP Office as soon as practical.
- If feasible, take pictures of the scene and record the names and contact information of witnesses, responding authorities and those involved.
- Show a willingness to engage and negotiate with those parties involved.
- When approaching an accident involving other vehicles consider safety and security and aim to avoid becoming involved.

Additional Considerations for International Employees

International staff also faces some unique challenges in Pakistan and should therefore:

- Register with the relevant embassy or consulate. They should know the telephone numbers, contact personnel, location and emergency procedures for their embassy.
- Carry copies of passport, visa and any other relevant documents and keep a second copy at home or at the office. When carrying originals, consider disguising them with a plain slip-on cover.
- Learn some Urdu to be able to communicate if in rural areas or in situations where no English speaker is available.
- Be aware of what constitutes appropriate dress and behaviour to avoid unnecessary attention

CERP's Role in Field Safety

- In case an employee faces a difficult situation in the field, they can call their manager or CERP Operations and share their problem. The management will try and help the employees in line with CERP policies.
- Field itinerary must be maintained by the managers: containing the following information:
 - Number of days in the field
 - Base station
 - Potential places to visit during the field
 - Mode of transportation
 - Names of team members visiting the field
- A list of emergency contacts is maintained by HR in case of emergency.
- A list of reliable drivers and hotels for the field is maintained by the Operations Department.

Annexure D

Policies at CERP to Guide Ethical Behaviour

CERP expects its employees, research fellows and PIs to always uphold exemplary professional conduct. To understand the expected behaviour and conduct, you are requested to consult the following policies on a regular basis to understand CERP's culture and values. CERP conducts regular training to emphasise CERP's core values and culture, to which you may be invited and expected to attend.

[Whistleblower Protection](#)

[Corruption, Bribery and Theft](#)

[Safeguarding](#)

[Data Management](#)

[Discrimination](#)

[Risk Management](#)

[Harassment](#)

[Conflict of Interest](#)