



RESEARCH AND CONSULTANCY POLICY OF INSTITUT D'ENSEIGNEMENT SUPERIEUR DE RUHENGERI

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1. INTRODUCTION

1.1. Philosophical backbone of INES-Ruhengeri

Institut d'Enseignement Supérieur de Ruhengeri (INES-Ruhengeri) is a private higher learning institution in Rwanda that opened its doors on 17th November 2003 and was accredited by Ministerial Order N° 005/2010/Mineduc of 16 June 2010. Three complementary pillars motivated the idea of establishing INES-Ruhengeri: to build signs of hope in a Rwanda that was rising from genocide, to contribute to unity and reconciliation, and to contribute to sustainable development. Quality of service delivery along with Christian ethical values are key determinants of the current performance of INES-Ruhengeri in teaching, research and community engagement.

1.2. Motto of INES-Ruhengeri

Scientia et lux/Shifting from paper to people.

1.3. Vision of INES-Ruhengeri

Universality in every individual; Knowledge in order to better serve the world.

1.4. Mission of INES-Ruhengeri

To contribute through the interactive conjunction between civil society, private sector and public sector to the national and regional development, by providing specialized university education enhanced by research, in order to create competitive enterprises and well paid employment.

1.5. Orientation of INES-Ruhengeri as Institute of Applied Sciences

INES focuses on the relevance and quality of education and the employability of graduates through collaboration with stakeholders in the whole spectrum of academic services. It is in this context that INES has decided to orient itself as Institute of Applied Sciences. The decision to orient its programs towards applied sciences was taken by INES after a deep analysis of the situation of the labour market and discovering that there was a serious problem of mismatch between university products (graduates) and labour market needs in the region. The underlying question was whether Higher Learning Institutions (HLIs) teach



wrong things or whether they teach right things in a wrong way. The answer to that question was found to be that HLIs teach right things but in a wrong way.

The applied sciences approach was indeed identified as the right tool to overcome the mismatch between the academic services and the labour market expectations. Before adopting the approach, INES organized several workshops, seminars and consultations. This exercise involved academic and administrative staff, students, professionals, and representatives of professional institutions.

Being an Institute of Applied Sciences implies that INES' academic system and community engagement activities are characterized by (1) academic programs that are not only tailored to students professional requirements but are also developed based on real community development needs, (2) a more competence-based educational methodology with a focus on integrating theories and practicals done at school with professional context generic competences, (3) research activities focusing on applied research in collaboration with the world of work and (4) close ties with business and industry in contributing to regional development.

1.6. Position of INES-Ruhengeri with regard to the role of research in the socio-economic transformation

INES recognizes that a vibrant research culture, particularly applied research, plays an important role in the socio-economic transformation, fostering a knowledge-based economy. Since the mission of any university is teaching and learning, research, and community outreach, research is one of the main activities at INES, which can sometimes be carried out as consultancy. This policy sets up a framework within which all research and consultancy activities within INES must be conducted. It takes account of the national development agenda to which INES-Ruhengeri, like all other Higher Learning Institutions in Rwanda, has to contribute to its realization. The establishment of this policy brings hope of improvement of the quantity and quality of research and consultancy activities at INES-Ruhengeri, contributing to a knowledge-based economy in Rwanda and beyond.



2. RESEARCH

2.1. General considerations

2.1.1. Definition of research

Research is a scientific work undertaken on a systematic basis in order to create new knowledge. This is the strict definition of research, while its usage in our everyday language may refer to any gathering of data, information and facts for the advancement of knowledge. Scientific research should be used in its proper context.

2.1.2. Basic and applied research

i. Basic/ fundamental research

This is a research undertaken primarily to create new knowledge in a chosen field, but which may not produce results of immediate practical value.

ii. Applied research

Applied research is a research designed to solve a practical problem, rather than just to create new knowledge for knowledge sake. It focuses on solving social and/or real-life problems. For example, a research on soil analysis and improvement of crop production in Musanze district is applied research.

2.1.3. Researcher

A professional involved in the creation of new knowledge. For example, postgraduate studies at the PhD level involve candidates in intensive research and publications, and therefore a PhD student is categorized as researcher.

2.1.4. Research project

A piece of research work to be conducted by an individual researcher or a team of researchers whose aim is to create new knowledge in a chosen field. A loose use of “research project” is possible to refer to a research-related work even if it is not intended to create new knowledge, for example, a final-year undergraduate “research project”.



2.2. Research at INES-Ruhengeri

2.2.1. Types of research conducted at INES-Ruhengeri

As institution with ambition to be a leading university in applied sciences, INES is interested in applied research. This is expected to depend on available specializations, but may also be done collectively at institutional level. The emphasis on applied research should not make staff/students feel that they are entirely prevented from doing fundamental research in their fields of specializations in case they wish to. Some fundamental research may have applications in the long term.

i. Research by academic staff in their fields of specializations

INES employs staff with various specializations corresponding to the established departments. Each academic staff of INES shall do research in his/her field of specialization. Achievement in research and publication is an important element considered for academic promotion; this is highlighted in the INES academic promotion and appointment policy.

ii. Research at institutional level

This is an institutional research carried out in the name of INES. In most cases, it is a multi-disciplinary research involving staff from various departments. Such research requires a coordinator who is in charge of the daily management of the project, under the immediate supervision of the Director of research and consultancy.

iii. Students' research

All final-year undergraduate students will undertake a research project, supervised by an academic staff. A student is required to carry out a small research project, write a report on research findings, and make an oral presentation upon the completion of the research project.

Thus, the undergraduate research project is expected to equip students with basic research methodology, basic analytical skills, basic writing skills, and basic skills in presenting research findings. These skills are strengthened at the postgraduate level, where a student is expected to conduct a more challenging research work. In particular, a doctoral qualification is expected to be a proof of high research methodology, high analytical skills, strong writing skills, and strong skills in presenting research findings. A separate document providing guidelines for final-year undergraduate and master's dissertations is available, and students



should consider reading through it for details on how to write a report on their research findings.

2.2.2. Staff involved in research at INES-Ruhengeri

Based on the INES workload policy, research is part of duties of all academic staff of INES appointed on a permanent basis, with expectation of more research outputs as the academic rank rises. There may be individual research or research by a team in a given area. Multi-disciplinary research involving various departments is also possible.

Student's research work may be co-supervised by external researcher, but in any case the main supervisor must be an INES staff. Large-scale research at institutional level may be conducted through consortia involving INES staff and staff from other institutions.

From time to time, appointment of academics to honorary research positions is possible. Such appointment may involve INES academic staff who are candidate to losing their permanent teaching positions as a result of insufficiency of teaching workload, and/or external researchers who wish to be affiliated with INES. Appointment of external academics to honorary research positions will give them access to certain INES' facilities to carry out their own research or cooperate with INES staff on joint research projects.

The designation "honorary" shall be attached to academic titles in operation at INES as follows: Honorary Research Assistant, Honorary Researcher, Honorary Senior Researcher, Honorary Associate Research Professor, and Honorary Research Professor. The INES academic promotion and appointment policy determines the criteria for appointment to those positions.

Honorary titles shall not be remunerated by INES. However, honorary researchers may be requested to teach some modules on a part-time basis in which case they will be paid for the teaching work done. Through various external sources of funds, it is expected that honorary researchers shall generate income for themselves and for INES. An agreement shall first be signed between both parties.



2.2.3. Facilities for research at INES-Ruhengeri

i. Funding

- **Internal funds**

Internal funds shall be understood as a portion of the INES budget intended to be spent on research or research-related activities.

INES has internal funds allocated to enhance the quality of research.

These funds can be used for:

- Capacity building in applied research through allocating grants for approved research proposals and training of researchers.
- Supporting staff and postgraduate students to publish their research outputs.
- Organizing conferences, seminars and research days.
- Supporting any other research-related activities whenever necessary (e.g. lab facilities, etc).

- **External funds**

These are funds from various external sources, intended to be spent on research conducted by the INES staff.

INES encourages its researchers to seek external funds to complement the available internal funds as these may be insufficient for large-scale research projects. Application for external funds may be done individually, as team or consortium. External researchers can also apply for funds and work with INES staff.

Competing for external research grants requires INES to have:

- Good network and relationship with institutions from various countries and continents and that this network is maintained at the leadership level as well as academic level.
- Staff (researchers) who are very well trained in writing very good proposals, so that the proposals submitted by INES are of high quality.



ii. INES infrastructure

INES shall provide its researchers with access to its infrastructure that is relevant to research (for example: computers, labs, etc). However, researchers may be required to pay for charges associated with the use of INES infrastructure depending on the nature of the research to be conducted, for example, in case of a research project requiring additional/special orders.

2.2.4. Referencing system to be used by INES staff and students

After conducting research, researchers are expected to report on research findings.

Reporting on research outputs involves discussing them referring to related work in the literature. The American Psychological Association (APA) referencing system shall be used, except for a manuscript to be submitted to a journal that has its own referencing system. The use of the APA referencing system shall also apply to undergraduate and postgraduate students' dissertations and theses. Details about the APA referencing system are provided in Appendix A.

2.2.5. Dissemination of research outputs

Relevant research outputs shall be disseminated to the community. INES staff have right to choose where to publish their research outputs, but may be recommended where to publish based on the credibility of the publisher. Peer-reviewed journals, chapters in books, conference proceedings, INES website and library are some of the ways INES staff may use to publish their research findings. However, a research work published after having gone through the peer-review process has a special credibility, and reliable citations to the literature should refer to such work, also known as "Refereed research work".

It is the responsibility of researchers to seek financial support, from various sources, that might be required for the publication of their research outputs. All published materials, regardless of publisher, must be reported to the Director of research and consultancy as they will be used to update the research database.



2.2.6. Ownership of research outputs

Ownership of research outputs by INES staff and students shall depend on the publisher. The research findings published in the INES Scientific Journal (see subsection 2.2.7) shall be owned by INES. In case the research is funded either partially or entirely by an external source, patenting and ownership must be clarified in advance in the terms of reference of the research contract.

2.2.7. INES Scientific Journal

i. General considerations

INES Scientific Journal (ISJ) is a peer-reviewed journal of INES.

It aims at publishing, once a semester, articles from researchers worldwide, in various fields, provided that they meet the criteria set by the journal's editorial board. Submitting a manuscript for publication in the ISJ implies transferring copyright to this journal. Guidelines for preparation of manuscripts to be submitted to the ISJ are provided in Appendix A; the review procedure and criteria are provided in Appendix B and ethical obligations of contributors to the ISJ are provided in Appendix C.

ii. Coordination of the publication process of the ISJ

A researcher who has published at least two articles in the ISJ may act as editor of this journal. However, a researcher who has not published in the ISJ, but who has extensive publication record in other recognized journals may be considered as editor of the ISJ.

The publication process of the ISJ shall be coordinated by the journal's editorial board, composed of editors and editor-in-chief. The Director of research and consultancy shall automatically be the editor-in-chief. With inputs from the research and publication board (see subsection 2.2.8), editors of the ISJ shall be identified by the editor-in-chief and appointed by the Rector of INES.



The coordination of the publication process of the ISJ shall be done as follows.

Table 1: Coordination of the publication process of the INES Scientific Journal

Level	Roles and Responsibilities
Editor-in-chief	<ul style="list-style-type: none">• Prepare the budget for the publication process of the journal, with inputs from the editors.• Provide guidelines to authors for preparing and submitting manuscripts.• Provide guidelines to reviewers about the review process of manuscripts submitted to them to review.• Create a database for all manuscripts submitted for publication in the INES journal. All manuscripts shall be submitted to the editor-in-chief, who will then assign tasks to editors, based on their fields of specializations.• Receive reports from the editors on the reviewed manuscripts and communicate the feedbacks to authors of those manuscripts.• Make editorial decision on a manuscript, together with the editors.• Coordinate the publication process of the journal.
Editors	<ul style="list-style-type: none">• Coordinate the review process of a manuscript or a number of manuscripts as assigned by the editor-in-chief.• Search for reviewers and send them the manuscripts to review.• Receive feedbacks from reviewers and report to the editor-in-chief on the review process of a manuscript.• Assist the editor-in-chief in making editorial decision on

Level	Roles and Responsibilities
	<p>a manuscript.</p> <ul style="list-style-type: none"> • Handle all other technical matters related to the manuscripts assigned to them by the editor-in-chief (for example, questions about a manuscript should be directed to the editor who is handling it).

iii. Review process of the ISJ

A manuscript submitted for publication in the ISJ must go through the peer-review process before it can be published. It must be reviewed by at least two experts in the field, one of whom should preferably be external to INES.

A researcher who has published at least two articles in the ISJ may act as reviewer of this journal. However, a researcher who has not published in the ISJ, but who has extensive publication record in other recognized journals may be considered as reviewer of the ISJ.

Reviewers of manuscripts submitted to the ISJ shall be identified by the editorial board of the journal.

The roles and responsibilities of reviewers of the ISJ shall be:

- To review the manuscript submitted to them by the assigned editor, and provide a feedback within two weeks from the date of receiving the manuscript;
- To detect any possible plagiarism within the manuscript;
- To review subsequent possible revisions;
- To fill in the evaluation form and give recommendation based on the indications.

INES recognizes the hard work on the process leading to the publication of its scientific journal and shall therefore pay reviewers for every reviewed manuscript. The charges associated with the review process shall be paid by authors of those manuscripts. The amount to be paid by authors and the management of it shall be determined by INES.



2.2.8. Coordination of research activities at INES-Ruhengeri

The research activities within INES shall be coordinated as follows.

Table 2: Coordination of research activities within INES

Level	Roles and Responsibilities
Rector	<ul style="list-style-type: none">• Establish long-term guidelines for research activities within INES (for example, the long-term decision of INES to orient itself as university of applied sciences implies that applied research must be emphasized).• Create a conducive environment for research at INES.• Represent INES externally, strengthening institutional networks that may support research.• Approve the submission of INES research proposals for external funding.• Decide on requests for internal funding of research.
Vice-Rector for Academic Affairs and Research (VRAC)	<ul style="list-style-type: none">• Establish short-term guidelines for research activities within INES.• Supervise the formulation (or revision if necessary) of the INES research policy.• Integrate the research outputs in the educational programs.• Evaluate, based on reports of the Director of research and consultancy, the quality of research conducted within INES.• Promote research and publication culture within INES.
Vice-Rector for Administration and Finance	<ul style="list-style-type: none">• Manage all research funds.



Level	Roles and Responsibilities
(VRAF)	
<p>Director of research and consultancy (see further details in Chapter 4).</p>	<ul style="list-style-type: none"> • Develop (or revise if necessary) the research policy. • Supervise the implementation of the research policy. • Follow the long-term guidelines set by Rector to ensure implementation of short-term guidelines as set by VRAC. • Monitor the progress of research within INES and report to VRAC on the achievements in research every three months. • Support and advise faculties in developing their own research plans. • Create opportunities for communication and dissemination of research outputs between faculties as well as between INES and other institutions. • Suggest, to relevant staff, research problems to be solved. • Propose the submission of research proposals for scholarships and small research grants to be awarded by INES. • Act as Editor-In-Chief of the INES Scientific Journal. • Create a database for all research activities within INES. • Prepare the annual report on all research activities within INES. • Coordinate all research activities within INES (see further specifications in Chapter 4).
<p>Research and publication board (see further details in</p>	<ul style="list-style-type: none"> • Search for research grant opportunities and disseminate



Level	Roles and Responsibilities
Section 4.1).	<p>them to relevant INES staff.</p> <ul style="list-style-type: none"> • Contribute to the writing of research grant proposals to be submitted by INES to external sources of funding. • Participate in the dissemination of research outputs. • Support capacity building related to research including the training of researchers in research skills, writing for publication of research outputs, writing proposals for external funding, etc. • Ensure that the ethical obligations in research at INES (see subsection 2.2.9) are observed. • Advise and assist the Director of research and consultancy on all matters related to research and publication within INES. • Meet whenever necessary as requested by the Director of research and consultancy.
Director in charge of academic quality assurance	<ul style="list-style-type: none"> • Assure the quality of research work produced by INES staff.
Dean of faculty	<ul style="list-style-type: none"> • Define research priorities within the faculty. • Suggest, to relevant staff within the faculty, research problems to be solved. • Monitor the progress of research within the faculty and report to the Director of research and consultancy on the achievements in research every three months. • Organise faculty meetings or seminars to present and discuss research outputs. • Coordinate all research activities within the faculty (see



Level	Roles and Responsibilities
	further specifications in Chapter 4).
Head of department	<ul style="list-style-type: none">• Define research priorities within the department.• Suggest, to relevant staff within the department, research problems to be solved.• Monitor the progress of research within the department and report to the Dean of faculty on the achievements in research every three months.• Organise departmental meetings or seminars to present and discuss research outputs.• Coordinate all research activities within the department (see further specifications in Chapter 4).

2.2.9. Ethical obligations of INES researchers

Professional ethics are important in every career. INES researchers must bear this in mind to ensure a high quality of the research work produced and the INES reputation.

- INES researchers should always aim at the quality of research and publications. The research findings by INES staff must be published by credible publishers. Aiming at a long list of publications without quality, for the sake of academic promotion, is of little value.
- Plagiarism must always be avoided. Original idea obtained from a different person must always be acknowledged. A research work accepted for publication by some publisher must not be duplicated by resubmitting it to another publisher.
- Confidentiality must be a central tenet of every INES researcher. In particular, reviewers of journal articles submitted to them for review must not disclose any information in the article to any other person before it is published. In case the article is rejected, no part of the reviewed work shall be used in the reviewer's own research.



The research and publication board, stated in subsection 2.2.8, shall ensure that the ethical obligations in research at INES are observed.

3. CONSULTANCY AT INES-Ruhengeri

3.1. Definition of key terms

3.1.1. Consultancy at INES-Ruhengeri

Consultancy shall be understood as a professional work undertaken by a staff of INES in his/her field of expertise, for a client outside of INES and for which payment is made for the work done.

3.1.2. Consultant

In the context of this policy, consultant means a staff of INES that is engaged in a consultancy activity.

3.1.3. Client

Client shall mean a person or institution that receives and pays for consultancy services of INES staff.

3.2. Objectives of consultancy at INES-Ruhengeri

In addition to being an important source of income, for INES and for a staff involved in the work done, consultancy is one of the important means by which staff of INES can make available their knowledge and expertise to the public and private sector organizations, and to the community in general. It is expected that consultancy may lead to long-term collaboration and relationship between INES and the institution to which the consultancy service has been offered.

3.3. Conduct of consultants at INES-Ruhengeri

All INES consultants must inform the Director of research and consultancy about their intention to offer a consultancy service. They must strive for effectiveness and high quality of consultancy service for the sake of INES reputation. They shall respect the client's requirements at all times, such as agreement on deliverables, confidentiality, regular communication between client and consultant, etc. Doing a consultancy that is not known by



INES, or refusing to report on consultancy activity undertaken, when requested, will be considered as misconduct and may result in disciplinary action.

Only the Rector of INES is empowered to enter into contract with clients.

3.4. Staff involved in consultancy at INES-Ruhengeri

Based on the INES workload policy, consultancy shall be done by all academic staff, appointed on a permanent basis, as part of their duties within INES.

3.5. Contract between client and INES

There shall be a contractual agreement between client and the Rector of INES prior to the consultancy service by INES staff. The terms of reference of the consultancy work shall be clarified in the contract.

If the request for consultancy is cancelled or reduced in scope by client after the consultancy service has started, client shall pay INES the full sum agreed upon in the contract unless otherwise agreed in advance. In case of cancellation by client after the service has started, client shall be liable for all work completed up to the cancellation date and for any cost that may arise from such cancellation.

3.6. Copyright of consultancy work

Rights to use the consultancy work shall be discussed in advance in the contractual agreement between client and INES.

3.7. Payment to INES and payment to consultants

All revenues from consultancies shall be paid directly to INES by client, within a period not exceeding 30 days from the date of invoice, following the method of payment specified in the contractual agreement between client and the Rector of INES.

Payment to consultant by INES shall be made within a period not exceeding 30 days from the date of payment to INES.

3.8. Mode of sharing the income from consultancies

An employee of INES involved in a consultancy activity will benefit part of the income generated. The mode of sharing the income generated will depend on the nature of the consultancy undertaken, as follows:

- If the consultancy service to be offered does not interfere with other staff's duties at INES, he/she will benefit 70% of the net income generated and the rest 30% will be the portion of INES.
- If the consultancy to be conducted requires the staff to temporarily stop his/her duties at INES while keeping his/her salary, the mode of sharing the net income generated will be negotiable depending on the nature and duration of the consultancy. Discussions about the mode of sharing the net income generated and the management of the workload of the staff to be involved in consultancy shall be held in advance between the concerned staff and the Rector of INES.

3.9. Resolution of disputes

Client and INES shall endeavour to amicably resolve any dispute that may arise during the course of a consultancy service. However, if a dispute cannot be handled amicably, Rwandan courts may be referred to.

3.10. Coordination of consultancy activities at INES-Ruhengeri

The consultancy activities within INES shall be coordinated as follows.

Table 3: Coordination of consultancy activities within INES

Level	Roles and Responsibilities
Rector	<ul style="list-style-type: none"> • Establish long-term guidelines for consultancy activities within INES. • Contract the consultancies to be offered by INES to other institutions.



Level	Roles and Responsibilities
	<ul style="list-style-type: none"> • Negotiate with INES staff about the mode of sharing the income to be generated from a consultancy, whenever necessary.
VRAC	<ul style="list-style-type: none"> • Establish short-term guidelines for consultancy activities within INES. • Supervise the formulation (or revision if necessary) of the INES consultancy policy. • Promote the consultancy culture within INES.
VRAF	<ul style="list-style-type: none"> • Manage the income generated from consultancies.
Director of research and consultancy (see further details in Chapter 4).	<ul style="list-style-type: none"> • Develop (or revise if necessary) the consultancy policy. • Supervise the implementation of the consultancy policy. • Follow the long-term guidelines set by Rector to ensure implementation of short-term guidelines as set by VRAC. • Prepare the annual report on all consultancy activities. • Coordinate all consultancy activities within INES (see further specifications in Chapter 4).
Consultancy board (see further details in Section 4.2).	<ul style="list-style-type: none"> • Search for consultancy opportunities and disseminate them to relevant staff of INES. • Build consultancy teams whenever there are consultancies that require competencies from different departments. • Develop the contracts for consultancies to be offered by INES staff.



Level	Roles and Responsibilities
	<ul style="list-style-type: none">• Advise and assist the Director of research and consultancy on all matters related to consultancy within INES.• Meet whenever necessary as requested by the Director of research and consultancy.
Dean of faculty	<ul style="list-style-type: none">• Coordinate all consultancy activities within the faculty (see further specifications in Chapter 4).
Head of department	<ul style="list-style-type: none">• Coordinate all consultancy activities within the department (see further specifications in Chapter 4).

4. THE DIRECTORATE OF RESEARCH AND CONSULTANCY

The directorate of research and consultancy is the main executive body in charge of the coordination of all research and consultancy activities within INES. It is composed of two boards: the research and publication board as well as the consultancy board, both chaired by the Director of research and consultancy. It must be clear that the responsibility of coordinating the research/consultancy activities assigned to the Director of research and consultancy, Deans and Heads of departments at their respective levels does not interfere with that of coordinators of INES research or research-related projects, mentioned in subsection 2.2.1 (ii).

4.1. Research and publication board

The research and publication board is composed of the Director of research and consultancy (the chairperson), Deans of faculties, and one researcher with highest academic qualification and rank from each faculty. Such researcher shall be selected by the Dean of faculty, with inputs from the Director of research and consultancy. The research and publication board shall be appointed by Rector within a period not exceeding 15 days following the approval of the (revised) research and consultancy policy. Subsequent re-appointments shall be done by



Rector whenever necessary, for example if, for some reasons, a member of the board is no longer able to continue his/her duties.

4.2. Consultancy board

The consultancy board is composed of the Director of research and consultancy (the chairperson), the Director of administration and finance, Marketing officer, and one academic staff from each faculty, selected by the Dean of faculty with inputs from the Director of research and consultancy. The consultancy board shall be appointed by Rector within a period not exceeding 15 days following the approval of the (revised) research and consultancy policy. Subsequent re-appointments shall be done by Rector whenever necessary, for example if, for some reasons, a member of the board is no longer able to continue his/her duties.

5. REVISION AND APPROVAL OF THE INES RESEARCH AND CONSULTANCY POLICY

The INES research and consultancy policy shall be revised whenever found necessary by the INES academic senate. Its revised version shall be approved by the INES academic senate before it can be implemented.

APPENDICES

Appendix A: Guidelines for preparation of manuscripts to be submitted to the ISJ

- A manuscript to be submitted to the ISJ must be written in English;
- The size of line spacing shall be 1.5;
- Font: Times New Roman;
- Font size: 11pt;
- Maximum pages: 27 (in one column format);
- The first page of the manuscript should contain:
 - The title, which should be as concise as possible but reflecting the content of the manuscript;
 - Names of author and co-authors, just below the title;



- Name and address of institution where the research was carried out;
- Email addresses of author and the first two co-authors (if any);
- Abstract. This should contain the most important points of the research findings. It should not exceed 300 words and should be followed by 4 to 6 key words;
- References: The ISJ uses the APA referencing system.

Below are some guidelines that should be considered by INES staff and students while writing references:

I. At the end of a document

The titles of journals and books as well as volume numbers of journals must be italicized.

• **Journal articles:**

General form:

Author, A. A., Author, B. B., & Author, C. C. (year). Article title. *Journal Title*, volume number (issue number), page numbers.

Example:

Rindermann, H., & Ceci, S. J. (2009). Educational policy and country outcomes in international cognitive competence studies. *Perspectives on Psychological Science*, 4(6), 551-568.

• **Books:**

General form:

Author, A. A. (year). *Title of work* (descriptive information such as edition if other than the first, page numbers, etc). Location: Publisher.

Note that information about editions (if other than the first), series, volume numbers or chapter page ranges should be included in parentheses after the title - not in italics but before the full stop.

Example:

Grubb, M., & Neuhoff, K. (2006). *Emissions trading & competitiveness: Allocations, incentives and industrial competitiveness under the EU emissions trading scheme* (Third edition, pp. 230-300). London: Earthscan.

• **Article or chapter in an edited book:**



General form:

Author, A. A., & Author, B. B. (year). Title of chapter or entry. In A. Editor, B. Editor, & C. Editor (Eds.), *Title of book* (pp. xxx-xxx). Location: Publisher.

Example:

Treasure, D. C., Lemyre, P. N., Kuczka, K. K., & Standage, M. (2007). *Motivation in elite sport: A self-determination perspective*. In M. S. Hagger & N. L. Chatzisarantis (Eds.), *Intrinsic motivation and self-determination in exercise and sport* (pp.153-166). Champaign, IL: Human Kinetics.

• **Unpublished work:**

1. Doctoral theses and Master's dissertations (unpublished):

Example:

Swinton, M. A. (1984). *Family stress in phenylketonuria* (Unpublished doctoral thesis). University of Auckland, New Zealand.

2. Personal communication:

Personal communication may be, for example, unpublished lecture notes, personal interviews, group discussions, telephone conversations or emails; all such sources are not to be included in the reference list, but should be cited in text as they are referred to.

Cite personal correspondence in text only.

Give the initials as well as the surname of the communicator, and provide as exact date as possible.

Example:

O. Stone (personal communication, March 29, 2001) suggests that ...

It is often believed that ... (O. Stone, personal communication, March 29, 2001).

3. Unpublished manuscripts:

General form:

Author, A. A. (year). *Title of manuscript*. Unpublished manuscript [or "Manuscript submitted for publication", or "Manuscript in preparation"].



Example:

Geisel, T. S. (n.d.). *All sorts of sports*. Unpublished manuscript.

4. Online resources:

Example:

Hendry, L. (2011). *Visual Pattern perception - shapes, spatial frequency and Gestalt laws* [PowerPoint slides]. Retrieved from <http://usqstudydesk.usq.edu.au/mod/resource/view.php?id=457749>.

II. Within the text

Use author-date method of citation.

Examples:

1. One author:

Brown (1991) investigated the effects of ...

An investigation into the effects of maternal age

(Brown, 1991) found that ...

2. Two authors:

Smythe and Jones (2001) found... as has been shown (Smythe& Jones, 2001).

3. More than two authors:

Cite only the first author followed by "et al." and the year of publication. In the list of references, at the end of a document, list all authors.



Campbell et al. (1991) found ...

Experiments have confirmed the phenomenon (Campbell et al., 1991).

Please note that these guidelines are not exhaustive and more information about the APA referencing system can be obtained, for example, from <http://www.usq.edu.au/library/referencing/apa-referencing-guide>.

Appendix B: Review procedure and criteria for manuscripts submitted to the ISJ

B.1. Initial screening

All submitted manuscripts undergo an initial screening by the journal's editorial board to ensure the following:

- i. The manuscript is written in English and the English usage is appropriate;
- ii. The manuscript is presented in a clear and logical manner;
- iii. The manuscript has been written following the guidelines specified in the INES research and consultancy policy (see Appendix A).

Authors whose manuscripts do not meet these criteria shall be advised to revise their manuscripts before they can be sent for formal peer-review.

B.2. Selecting peer-reviewers

Reviewer selection is an important step in the publication process of a journal. The editor shall select a reviewer based on familiarity with the ISJ as evidenced by publications of potential reviewer, expertise, reputation or specific recommendations from the INES research and publication board. However, depending on expertise, a reviewer may be considered even if he/she has not published in the ISJ, i.e. in case he/she has extensive publication record in other recognized journals.

B.3. Sending manuscripts to peer-reviewers

Manuscripts that pass the initial screening shall be sent for formal peer-review. The version of a manuscript to be sent to reviewer shall not contain details (names, institutional



affiliation, etc) of the author. Editors shall first check with potential reviewers, by sending them an abstract, before sending them the manuscript to review. When reviewers agree to assess a manuscript, they commit themselves to review subsequent possible revisions. The version of a manuscript to be sent to a reviewer should not contain the details of the author (names, institutional affiliations, etc) , to avoid biases during the review process.

B.4. Review criteria

To be accepted for publication in the ISJ, every manuscript must meet the following criteria:

- The manuscript is written in English and the English usage is appropriate;
- The manuscript is presented in a clear and logical manner;
- The manuscript has been written following the guidelines specified in the INES research and consultancy policy (see Appendix A).
- The authors cite, discuss and relate their work to relevant published literature;
- The research is built on a relevant research problem;
- The methodology used is appropriate;
- The authors have discussed adequately the significance of their work;
- The work contains new research contribution in the specified field.

B.5. Access to the literature

If a reviewer does not have access to a cited work (article, book, etc) that is necessary for evaluation of a manuscript, he/she will be supplied with a copy. Under these circumstances, reviewer should send the publication reference of that work to the editor who sent him/her the manuscript to review. The editor will then obtain the required work from the author and send it to the reviewer.

B.6. Writing the review report

The primary purpose of the review is to provide editors with information needed to reach a decision, but the review should also instruct the authors on how they can strengthen their manuscript to the point where it may be acceptable. A negative review should explain to authors the major weaknesses of their manuscripts. The ideal review of manuscripts submitted to the ISJ should answer the following questions:

- Is the manuscript clearly written?



- Have the authors been fair in their treatment of previous literature?
- Have they provided sufficient methodological details that the results presented in the manuscript could be reproduced?
- What are the main claims of the paper and how significant are they?
- Are the claims convincing?
- Are the claims appropriately discussed in the context of previous literature?
- If the manuscript is unacceptable but promising, what specific work is needed to make it acceptable?

Reviewer should submit a report to the editor who is handling the manuscript.

B.7. Evaluation form to be considered by a reviewer

Title of manuscript reviewed

.....
.....

Item	Marks	Suggestions/comments by a reviewer
The manuscript is written in English and the English usage is appropriate.	/5	
The manuscript has been written following the recommended guidelines (Appendix A).	/10	
The manuscript is presented in a clear and logical manner.	/10	
The authors cite, discuss and relate their work to relevant published literature. The APA referencing system is used appropriately.	/10	
The research is built on a relevant research problem.	/10	



The methodology used is appropriate.	/10	
The authors have discussed adequately the significance of their work.	/5	
The work contains new research contribution in the specified field.	/40	
Total marks	/100	

Recommendations/decision by reviewer, based on the score:

In my opinion, the manuscript is (please tick):

1. Publishable without revision (> 95).
2. Publishable subject to revision (50-95).
3. Rejected/not appropriate for publication in the ISJ (<50).

In case the score is less than 50%, a manuscript which contains some new research contributions in the specified field may be allowed to be revised and resubmitted for consideration for publication.

Please specify changes and/or areas for improvement.

Names and signature of reviewer.....

Date of submission of reviewer's comments:

Please return this form by at this email address:.....

Thank you very much for your contribution to the INES Scientific Journal.



B.8. Editors' decision

After receiving reviewers' feedback on a manuscript, editor shall consult the editor-in-chief to make a decision based on the reviewers' advice. The editors' decision shall be one of the following possibilities:

- i. Accept without editorial revision;
- ii. Invite the author (s) to revise the manuscript to address specific concerns before a final decision is reached;
- iii. Reject, but indicate to authors that further improvement might justify a resubmission.
- iv. Reject completely if the manuscript is found inappropriate to the ISJ.

In taking a decision, editors may not consider some of the reviewers' recommendations. They should try to evaluate the relevance of the arguments raised by each reviewer and by authors and may also consider other information not available to either party.

B.9. Feedback to authors

After a decision on a manuscript has been taken, the editor-in-chief shall communicate a feedback to author. The editor-in-chief shall do so with reasonable speed to ensure a good reputation of the journal.

B.10. Anonymity

The ISJ shall not release reviewers' identities to authors or to other reviewers. The ISJ wants reviewers to remain anonymous throughout the review process and beyond.

Appendix C: Ethical obligations of contributors to the ISJ

C.1. Ethical obligations of authors of manuscripts submitted to the ISJ

- Submission of a manuscript to the ISJ implies that the manuscript has not been submitted for publication elsewhere and that the corresponding author has obtained the agreement of all co-authors to submission of the manuscript.
- A manuscript submitted to the ISJ cannot be withdrawn (in order to be resubmitted to another journal) as long as it has not yet been rejected by the journal's editorial board.
- If authors detect a significant error in their manuscript after it has been published, they



may correct the error by submitting corrections to the ISJ with title: Erratum to “title of their article”.

- Authors may suggest researchers that should not be considered as reviewers of their manuscripts. However, it is not guaranteed that their suggestions will always be taken into account. Editors will analyse the authors’ suggestions and decide accordingly.
- Co-authors of manuscripts submitted to the ISJ are those that have made significant intellectual contribution. Other contributions, for example financial, should be mentioned in the acknowledgment section.
- Deceased persons who meet the criterion for inclusion as co-authors should be included, with a footnote reporting the date of death.

C.2. Ethical obligations of editors of the ISJ

- Editors should consider all manuscripts submitted to them, judging each on its merits without regard to race, religion, nationality, gender, seniority, or institutional affiliation of the author(s).
- Editors should ensure that reviewers of manuscripts submitted to the ISJ do not have a close relationship with authors of those manuscripts (for example: having previously published together).
- Unpublished information, arguments, or interpretations disclosed in a submitted manuscript shall not be used in an editor’s own research except with the consent of author.
- Editors should consider manuscripts submitted for publication with reasonable speed.
- Members of the editorial board should not disclose any information about a manuscript under consideration to anyone other than those from whom professional advice is sought.
- Editorial responsibility for any manuscript authored by an editor of the ISJ and submitted to this journal shall be taken by a different editor, otherwise it would constitute a conflict of interest.
- If a significant error is detected after the report has already been published, editor should facilitate the publication of an appropriate report pointing out the error and, if possible, correcting it. The report may be written by the person who discovered the error or by the author.



C.3. Ethical obligations of reviewers of the ISJ

- Reviewers should consider all manuscripts submitted to them by editors, judging each on its merits without regard to race, religion, nationality, gender, seniority, or institutional affiliation of the author(s).
- A reviewer should treat a manuscript under review as a confidential document. It should neither be shown to nor discussed with others, except to persons from whom specific advice may be sought. In that case, the identities of those consulted should be disclosed to editor.
- Reviewers should present their judgments in a way that enables editors and authors to understand the basis of their comments. Unsupported assertions by reviewers (or by authors in rebuttal) are of little value and should be avoided.
- A reviewer should respect the deadline in providing a feedback to editor. If, for some reasons, a reviewer is unable to review the manuscript (for example if he/she gets sickness), he/she should notify editor so that another reviewer can be sought. Alternatively, reviewer may notify editor of probable delay and suggest revision of the deadline (depending on reasons causing the delay).
- Unpublished information, arguments, or interpretations disclosed in a manuscript submitted to reviewer, by editor, should not be used in reviewer's own research.

Approved by the INES Academic Senate on 02nd August 2016.

For the Academic Senate

Fr. Dr. Fabien Hagenimana
Rector and President of the Academic Senate