



STANDARD OPERATING PROCEDURE (SOP)

For

COLLABORATION MANAGEMENT- MOU/MOA FROM INITIATION TO CLOSING



1. PURPOSE

To establish a standardized, transparent, and efficient process for initiating, managing, monitoring, renewing, and closing national and international collaborations, Memoranda of Understanding (MoUs), Memoranda of Agreement (MoAs), and other linkage instruments.

2. SCOPE

This SOP applies to all national and international partnerships involving:

- Academic collaboration
- Research and innovation
- Faculty/student exchange
- Training, internships, and capacity building
- Joint programs, conferences, and projects

It covers the complete lifecycle of a linkage from initiation to closure.

3. DEFINITIONS

- **Linkage:** A formal collaboration between the institution and an external organization.
- **MoU/MoA:** A formal agreement outlining terms of collaboration.
- **Initiating Unit:** Faculty, department, and other NUML offices.
- **Partner Organization:** External national or international institution or organization.
- **NILO:** National and International Linkages Office.

4. ROLES AND RESPONSIBILITIES

National & International Linkages Office (NILO)

- Coordinate all linkage activities
- Maintain repository of agreements
- Monitor implementation and compliance

Initiating Unit

- Propose and justify linkage
- Implement approved activities
- Submit progress and completion reports

Finance Office

- Review financial implications

Head of Institution / Authorized Signatory

- Approve and sign agreements

5. PROCEDURE BY STAGE

STAGE I: INITIATION

5.1 Identification of Potential Partner

5.1.1 The Initiating Unit (Faculty, department, and other NUML offices) may identify potential national or international partners based on academic, research, professional, or strategic relevance to the institution.

5.1.2 Potential partners may include, but are not limited to:

- Universities and higher education institutions
- Research and development organizations
- Government and semi-government bodies
- Industry, corporate entities, and NGOs
- Multilateral and international agencies

5.1.3 Identification of partners shall be guided by the following considerations:

- Alignment with institutional vision, mission, and strategic priorities
- Complementarity of academic, research, or technical strengths
- Institutional reputation, accreditation status, and credibility
- Long-term sustainability and mutual benefit

5.1.4 Preliminary discussions may be conducted informally by the Initiating Unit for the purpose of:

- Exploring areas of mutual interest
- Assessing partner willingness and capacity
- Identifying preliminary scope of collaboration

5.1.5 No commitments, representations, or assurances on behalf of the institution shall be made during preliminary discussions without formal authorization from NILO.

5.2 Submission of Proposal

5.2.1 Following preliminary discussions, the Initiating Unit shall formally submit a **Linkage Proposal Form** (Annexure –A) to the National and International Linkages Office (NILO).

5.2.2 The proposal shall include, at minimum, the following information:

a. Partner Profile and Credibility

- Legal name, address, and country of the partner organization
- Nature of organization (academic, research, industry, government, etc.)
- Accreditation or registration details (where applicable)
- Track record of collaborations and key contact persons

b. Objectives and Scope of Collaboration

- Clear objectives aligned with institutional priorities
- Proposed areas of cooperation (e.g., teaching, research, exchange, training)
- Type of linkage (MoU, MoA, project-based agreement, etc.)

c. Expected Outcomes and Benefits

- Academic, research, institutional, or societal benefits
- Expected outputs (publications, mobility, joint programs, capacity building, etc.)
- Value addition for students, faculty, and the institution

d. Duration of Proposed Linkage

- Proposed start and end dates
- Justification for duration
- Possibility of renewal or extension

e. Resource and Budget Implications (if any)

- Financial commitments and funding sources
- Human resource requirements
- Infrastructure or logistical support required
- Cost-sharing arrangements (if applicable)

5.2.3 The Initiating Unit shall ensure completeness and accuracy of all submitted information and attach any supporting documents as required.

5.3 Preliminary Screening

5.3.1 Upon receipt of the proposal, NILO shall conduct a preliminary screening (form attached in Annexure -B) within a defined timeframe (e.g., 10–15 working days).

5.3.2 The screening shall assess the proposal against the following criteria:

a. Strategic Alignment

- Consistency with institutional mission, vision, and strategic plan
- Contribution to academic excellence, research impact, or internationalization goals

b. Relevance and Feasibility

- Practicality of proposed activities
- Availability of institutional capacity and resources
- Risk assessment (academic, financial, reputational, or legal)

c. Duplication and Complementarity

- Verification that the proposed linkage does not duplicate existing agreements
- Assessment of complementarities with current partnerships

5.3.3 NILO may:

- Seek clarifications or revisions from the Initiating Unit
- Recommend consolidation with existing agreements
- Advise against proceeding if the proposal lacks strategic value or feasibility

5.3.4 Proposals that successfully pass preliminary screening shall be forwarded to the Vetting and Approval Stage. Proposals not approved at this stage shall be returned with documented feedback.

STAGE II: VETTING AND APPROVAL

5.4 Technical and Academic Review

5.4.1 Upon successful completion of the preliminary screening, the proposal shall be referred to the relevant academic, research, or technical bodies, as applicable to the nature of the proposed linkage. The review form is attached in Annexure-C.

5.4.2 The technical and academic review shall assess:

- Academic merit, relevance, and quality of the proposed collaboration
- Alignment with curriculum standards, research priorities, and quality assurance requirements
- Institutional value addition, including capacity building and international visibility
- Technical feasibility and availability of expertise and facilities

5.4.3 The reviewing body may recommend:

- Approval without conditions
- Approval with required revisions or conditions
- Rejection, with documented justification

5.4.5 Recommendations shall be formally communicated to NILO for further processing.

5.5 Legal Vetting

5.5.1 Following technical and academic clearance, the draft MoU/MoA shall be reviewed for legal bonding. Annexure-D comprises of Legal Vetting form.

5.5.2 The draft agreement shall be examined to ensure:

a. Compliance with Laws and Regulations

- Consistency with national laws, regulatory frameworks, and government policies
- Compliance with institutional statutes, ordinances, and rules
- Adherence to international legal obligations, where applicable

b. Risk Management and Liability

- Clear allocation of roles, responsibilities, and liabilities
- Provisions related to indemnity, dispute resolution, and termination
- Identification and mitigation of legal and reputational risks

c. Intellectual Property and Confidentiality

- Clear ownership and usage rights of intellectual property arising from collaboration
- Protection of confidential and sensitive information
- Publication, data sharing, and commercialization provisions

5.5.3 The revisions may be suggested in form of, additional clauses, or safeguards to protect institutional interests.

5.5.4 Legal clearance shall be mandatory prior to proceeding to financial vetting and final approval.

5.6 Financial Vetting

5.6.1 The proposal and draft agreement shall be reviewed by the Finance Office to assess financial implications. The financial vetting form is attached in Annexure-E.

5.6.2 The financial vetting shall include:

- Review of proposed budget and funding sources
- Verification of financial commitments and cost-sharing arrangements
- Assessment of long-term financial sustainability
- Identification of potential financial risks or liabilities

5.6.3 The Finance Office shall confirm:

- Availability of funds, if institutional financing is required
- Compliance with financial rules, procurement policies, and audit requirements

5.6.4 Financial clearance shall be documented and forwarded to NILO.

5.7 Administrative Approval

5.7.1 Upon completion of all vetting stages, NILO shall compile:

- Academic/technical recommendations
- Legal observations and clearances
- Financial approvals

5.7.2 NILO shall ensure that all required revisions have been incorporated into the final draft of the MoU/MoA.

5.7.3 The complete proposal package shall then be forwarded to the competent approving authority, which may include:

- Vice Chancellor of NUML

5.7.4 Administrative approval shall authorize:

- Formal signing of the agreement
- Registration and implementation of the linkage

5.7.5 No agreement shall be signed or implemented without written administrative approval from the competent authority.

STAGE III: SIGNING AND FORMALIZATION

5.8 Finalization of Agreement

5.8.1 Upon receipt of administrative approval, NILO shall coordinate the finalization of the draft MoU/MoA. The standard MoU/MoA template is attached in Annexure F.

5.8.2 All revisions and conditions recommended during the academic, legal, and financial vetting stages shall be formally incorporated into the agreement.

5.8.3 NILO shall ensure that the finalized agreement clearly and explicitly defines:

- Objectives and scope of collaboration
- Roles and responsibilities of each party
- Duration and effective dates of the agreement
- Financial and resource commitments, if any

- Monitoring and reporting mechanisms
- Amendment, renewal, and termination clauses

5.8.4 Any deviation from the approved terms or scope shall require re-vetting and fresh approval from the competent authority.

5.8.5 The finalized version of the agreement shall be shared with the partner organization for concurrence prior to signing.

5.9 Authorization and Signing

5.9.1 The agreement shall be signed only by the duly authorized institutional signatory, as designated by institutional statutes, rules, or governing body resolutions.

5.9.2 No faculty member, department, or office shall sign an agreement or commit the institution without written authorization.

5.9.3 Signing may take place through:

- Physical signing of original copies; or
- Digital or electronic signing, where legally permissible

5.9.4 The partner organization shall complete counterpart signing through its authorized representative.

5.9.5 The agreement shall become effective on:

- The date of last signature; or
- A mutually agreed effective date specified in the agreement

5.9.6 NILO shall coordinate the exchange of duly signed originals or certified copies between the parties.

5.10 Registration and Record Keeping

5.10.1 Upon completion of signing, NILO shall formally register the agreement in the institutional linkage registry.

5.10.2 Each agreement shall be assigned a unique reference number for identification, tracking, and audit purposes.

5.10.3 NILO shall ensure secure storage of:

- Original signed hard copies in designated institutional files; and
- Scanned or digital copies in an official electronic document management system

5.10.4 The following information shall be recorded in the linkage database:

- Names of partner organizations
- Type and scope of agreement
- Effective date and expiry date
- Review and renewal timelines
- Designated focal persons

5.10.5 NILO shall communicate the finalized and registered agreement to:

- Initiating Unit
- Relevant academic and administrative offices
- Other stakeholders, as appropriate

5.10.6 Proper record keeping shall ensure institutional continuity, compliance, transparency, and readiness for audit or regulatory review.

STAGE IV: IMPLEMENTATION

5.11 Designation of Focal Persons

5.11.1 Upon formalization of the agreement, each party shall designate a focal person or coordinator responsible for the day-to-day management and coordination of the linkage.

5.11.2 The Initiating Unit shall notify NILO in writing of the nominated focal person, including contact details and functional responsibilities.

5.11.3 The focal person shall serve as the primary point of contact between:

- The institution and the partner organization
- The Initiating Unit and NILO

5.11.4 Any change in the nominated focal person shall be promptly communicated to NILO and the partner organization.

5.12 Activity Planning

5.12.1 The Initiating Unit, in consultation with the partner organization, shall develop a detailed implementation plan (attached in Annexure-G) in accordance with the approved agreement. In accordance with Clause 5.12.1, this Implementation Plan has been jointly developed by the Initiating Unit in consultation with the Partner Organization to ensure systematic execution of the approved agreement. The plan outlines activities, timelines, responsibilities, resources, deliverables, and performance indicators to monitor progress and outcomes.

5.12.2 The implementation plan shall include:

- Specific activities and milestones
- Timelines and schedules
- Roles and responsibilities of participating units or individuals
- Required resources and logistical arrangements

5.12.3 Clear deliverables and performance indicators shall be identified to measure progress and outcomes, including:

- Quantitative indicators (e.g., number of exchanges, joint publications, events)
- Qualitative indicators (e.g., capacity enhancement, institutional impact)

5.12.4 The implementation plan shall be shared with NILO for record and monitoring purposes.

5.13 Execution of Activities

5.13.1 All activities under the linkage shall be implemented strictly in accordance with the approved scope, terms, and conditions of the agreement.

5.13.2 The Initiating Unit shall ensure:

- Compliance with institutional policies and regulatory requirements
- Proper utilization of allocated resources
- Coordination with relevant academic and administrative offices

5.13.3 Any proposed modification, expansion, or deviation from the approved scope shall require prior approval from NILO and, where necessary, the competent authority.

5.13.4 The Initiating Unit shall maintain comprehensive documentation of all activities, including:

- Activity reports and records
- Participant lists and outcomes
- Financial and administrative documentation, where applicable

5.14 Monitoring and Reporting

5.14.1 The Initiating Unit shall submit periodic progress reports (attached in Annexure-H) to NILO in the prescribed format and at intervals specified in the agreement or institutional guidelines.

5.14.2 Progress reports shall include:

- Summary of activities conducted
- Assessment of deliverables and performance indicators
- Challenges, risks, and mitigation measures
- Planned activities for the next reporting period

5.14.3 NILO shall monitor implementation to ensure:

- Compliance with the agreement and institutional policies
- Timely execution of planned activities
- Effective coordination among stakeholders

5.14.4 NILO may seek clarifications, recommend corrective actions, or facilitate coordination to address implementation challenges.

5.14.5 Significant issues, non-compliance, or risks identified during monitoring shall be escalated to the competent authority for guidance or corrective action.

STAGE V: RENEWAL / AMENDMENT

5.15 Pre-Expiry Review

5.15.1 NILO shall initiate a pre-expiry review (attached in Annexure-I) of all active agreements at least **six (6) months** prior to their expiration date.

5.15.2 The Initiating Unit shall be formally notified and requested to submit a performance review covering:

- Activities undertaken during the agreement period
- Achievement of objectives and deliverables
- Outcomes and institutional impact
- Challenges and lessons learned

5.15.3 The pre-expiry review shall assess:

- Effectiveness and utilization of the agreement
- Continued relevance to institutional priorities
- Partner performance and engagement
- Financial and resource implications

5.16 Decision on Renewal or Amendment

5.16.1 Based on the pre-expiry review, the Initiating Unit, in consultation with NILO, shall recommend one of the following actions:

- Renewal without changes
- Renewal with amendments
- Amendment during the validity period
- Non-renewal

5.16.2 Amendments may include:

- Expansion or reduction of scope
- Revision of duration or timelines
- Modification of financial or resource commitments
- Changes in roles, responsibilities, or focal persons

5.16.3 Any proposed amendment or renewal shall be justified with documented rationale and performance evidence.

5.17 Renewal / Amendment Process

5.17.1 All renewals or amendments shall follow the same vetting and approval process outlined in **STAGE II: VETTING AND APPROVAL**, unless exempted by the competent authority.

5.17.2 Renewals and amendments shall be formalized through:

- A new MoU/MoA; or
- An addendum or amendment agreement, as appropriate (attached in Annexure-J)

5.17.3 The renewed or amended agreement shall be:

- Signed by authorized signatories of both parties
- Registered and recorded by NILO
- Communicated to all relevant stakeholders

5.17.4 Failure to initiate the renewal process prior to expiry shall result in automatic lapse of the agreement unless otherwise approved.

STAGE VI: DORMANCY OR CLOSURE

5.18 Dormancy

5.18.1 An agreement may be classified as **Dormant** if:

- No activities have been conducted for a continuous period (e.g., twelve (12) months); or
- Both parties have remained inactive without formal termination.

5.18.2 NILO shall notify the Initiating Unit and partner organization of the dormant status and seek clarification or intent to reactivate.

5.18.3 Dormant agreements shall:

- Remain legally valid until expiry or termination
- Be flagged as dormant in institutional records
- Not be used for reporting active collaborations unless reactivated

5.18.4 Reactivation of a dormant agreement shall require:

- Submission of a revised activity plan
- Approval from NILO and, where necessary, the competent authority

5.19 Closure / Termination

5.19.1 An agreement may be closed or terminated due to:

- Expiry without renewal
- Mutual consent of both parties
- Non-performance or breach of terms
- Strategic realignment or policy changes
- Legal or regulatory requirements

5.19.2 Termination shall be carried out in accordance with the termination provisions specified in the agreement.

5.19.3 The Initiating Unit shall submit a **Closure Report** (attached in Annexure- K) to NILO, detailing:

- Summary of activities undertaken
- Outcomes achieved
- Financial and administrative closure status
- Any pending obligations or liabilities

5.19.4 NILO shall ensure:

- Formal documentation of closure or termination
- Settlement of outstanding legal or financial matters (if allpied)
- Archiving of the agreement and related records

5.19.5 Closed agreements shall be marked as “**Closed**” in institutional records and excluded from active linkage inventories.

6. DOCUMENTATION AND RECORD MANAGEMENT

- Linkage Proposal Forms
- Signed MoUs/MoAs
- Vetting and approval records
- Progress and completion reports
- Renewal and termination documents

All records shall be maintained by NILO for audit and reference.

7. REVIEW AND AMENDMENT OF SOP

- SOP reviewed every **3–5 years** or as required.
- Amendments approved by competent authority.

ANNEXURES

ANNEXURE A

Linkage Proposal Form

(To be submitted by the initiating unit)

Section 1: General Information

1. **Title of Proposed Linkage:**
 National International
 2. **Proposing Department / Faculty / Campus:**
-

3. **Focal Person (NUML):**
 - Name: _____
 - Designation: _____
 - Email: _____
 - Phone: _____
 4. **Proposed Type of Agreement:**
 - Memorandum of Understanding (MoU)
 - Memorandum of Agreement (MoA)
 - Project-Based Agreement
 - Other (please specify): _____
-

Section 2: Partner Profile and Credibility

1. **Legal Name of Partner Organization:**

2. **Address:**

3. **Country:**

4. **Nature of Organization:**

Academic Institution

Research Organization

Industry / Corporate

Government Body

NGO / Non-Profit

Other: _____

5. **Accreditation / Registration Details (if applicable):**

6. **Track Record of Collaboration:**

(Brief description of previous national/international collaborations, if any)

7. **Key Contact Person (Partner Organization):**

o Name: _____

o Designation: _____

o Email: _____

o Phone: _____

Section 3: Objectives and Scope of Collaboration

1. **Objectives of the Proposed Linkage:**

(Clearly state objectives aligned with NUML's academic, research, and strategic priorities)

2. **Proposed Areas of Cooperation:**

- Teaching & Curriculum Development
- Research Collaboration
- Faculty Exchange
- Student Exchange / Mobility
- Training & Capacity Building
- Cultural & Language Exchange
- Joint Conferences / Seminars
- Other (please specify): _____

3. **Brief Description of Proposed Activities:**

Section 4: Expected Outcomes and Benefits

1. **Expected Academic / Research / Institutional / Societal Benefits:**

2. **Expected Outputs:**

- Joint research publications
- Student / faculty mobility
- Joint academic programs
- Training workshops
- Capacity building initiatives
- Other (please specify): _____

3. **Value Addition for NUML:**

(Benefits for students, faculty, departments, and institutional reputation)

Section 5: Duration of Proposed Linkage

1. **Proposed Start Date:** _____

2. **Proposed End Date:** _____

3. **Justification for Duration:**

4. **Possibility of Renewal / Extension:**

Yes No

(If yes, please briefly explain)

Section 6: Resource and Budget Implications (if any)

1. **Financial Commitments:**

No financial implication

Financial implication involved (details below)

2. **Funding Source(s):**

NUML

Partner Institution

External / Grant

Shared (Cost-Sharing)

Other: _____

3. **Estimated Budget (if applicable):**

4. **Human Resource Requirements:**

(Faculty, staff, coordinators, etc.)

5. **Infrastructure / Logistical Support Required:**

6. **Cost-Sharing Arrangements (if applicable):**

Section 7: Compliance & Declarations

- The proposed linkage complies with **NUML statutes, rules, and regulations**.
- The proposal aligns with **HEC Pakistan policies** and national laws.
- No commitment with financial or legal implications shall be executed without formal approval and a legally binding agreement (MoA), where required.

Signature of Proposing Focal Person:

Name: _____

Signature: _____

Date: _____

Section 8: Department / Faculty Endorsement

Head of Department / Dean:

Name: _____

Signature: _____

Official Stamp: _____

Date: _____

Section 9: For Official Use (NILO)

- Date Received: _____
- Reviewed by: _____
- Legal Review Required: Yes No
- Recommendation: Approved Returned Not Approved
- Remarks:

Director, NILO

Signature: _____

Date: _____

Annexure B

Preliminary Screening Report – Proposal Evaluation

Proposal Title: _____

Submitting Party / Institution: _____

Date of Screening: _____

Screened By: _____

1. Strategic Alignment

Assessment Criteria:

- Consistency with institutional mission, vision, and strategic plan
- Contribution to academic excellence, research impact, or internationalization goals

Criteria	Assessment (Yes/No/Partial)	Comments / Evidence
Alignment with institutional mission		
Alignment with vision and strategic plan		
Contribution to academic excellence		
Contribution to research impact		
Contribution to internationalization		

Summary / Overall Comment on Strategic Alignment:

2. Relevance and Feasibility

Assessment Criteria:

- Practicality of proposed activities
- Availability of institutional capacity and resources
- Risk assessment (academic, financial, reputational, or legal)

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Practicality of activities		
Institutional capacity & resources		
Academic risk		
Financial risk		
Reputational risk		
Legal/compliance risk		

Summary / Overall Comment on Relevance and Feasibility:

3. Duplication and Complementarity

Assessment Criteria:

- Verification that the proposed linkage does not duplicate existing agreements
- Assessment of complementarities with current partnerships

Criteria	Assessment (Yes/No/Partial)	Comments / Evidence
Duplication with existing agreements		
Complementarity with current partnerships		

Summary / Overall Comment on Duplication and Complementarity:

4. Overall Screening Decision

Decision:	<input type="checkbox"/> Recommended for Next Stage	<input type="checkbox"/> Requires Revision	<input type="checkbox"/> Not Recommended
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Rationale / Additional Notes:

Screening Officer Name & Signature: _____

Date: _____

Annexure C:

Technical and Academic Review Report

Proposal Title: _____

Submitting Party / Institution: _____

Date of Review: _____

Reviewers: _____

1. Academic Merit and Quality

Assessment Criteria:

- Relevance and quality of the proposed collaboration
- Academic rigor, innovation, and potential impact

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Academic merit		
Relevance to field of study		
Research/academic quality		

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Potential for innovation		
Contribution to knowledge or skills development		

Summary / Overall Comment on Academic Merit and Quality:

2. Alignment with Curriculum, Research, and Quality Standards

Assessment Criteria:

- Consistency with curriculum standards
- Alignment with research priorities
- Compliance with quality assurance requirements

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Alignment with curriculum		
Alignment with institutional research priorities		
Compliance with quality assurance requirements		

Summary / Overall Comment on Alignment:

3. Institutional Value Addition

Assessment Criteria:

- Capacity building for faculty, students, or staff
- Enhancement of institutional reputation and international visibility
- Contribution to strategic institutional goals

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Capacity building potential		
Enhancement of institutional reputation		
Contribution to internationalization		
Alignment with strategic goals		

Summary / Overall Comment on Institutional Value:

4. Technical Feasibility

Assessment Criteria:

- Availability of expertise, facilities, and resources to execute the collaboration
- Operational and logistical feasibility

Criteria	Assessment (High/Medium/Low)	Comments / Evidence
Expertise availability		
Facility / infrastructure readiness		
Technical feasibility		
Risk assessment (academic, financial, legal)		

Summary / Overall Comment on Technical Feasibility:

5. Overall Review Assessment

Based on the above evaluations, the reviewing body recommends:

- Approval without conditions**
- Approval with required revisions or conditions** (Specify below)
- Rejection** (Document justification below)

Conditions / Required Revisions / Justification for Rejection:

6. Reviewer Signatures

Name Designation Signature Date

ANNEXURE-D:

Legal Vetting Form

Agreement Title: _____

Parties: _____

Draft Version / Date: _____

Reviewed By: _____

Date of Review: _____

1. Compliance with Laws and Regulations

Assessment Criteria:

- Consistency with national laws, regulations, and government policies
- Compliance with institutional statutes, ordinances, and rules
- Adherence to international legal obligations (if applicable)

Criteria	Assessment (Compliant / Partially Compliant / Non-Compliant)	Comments / Suggested Revisions
Consistency with national laws & regulations		
Compliance with institutional statutes & ordinances		
Adherence to international legal obligations		

Summary / Observations on Legal Compliance:

2. Risk Management and Liability

Assessment Criteria:

- Clear allocation of roles, responsibilities, and liabilities
- Provisions related to indemnity, dispute resolution, and termination
- Identification and mitigation of legal and reputational risks

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Suggested Safeguards
Roles, responsibilities, and liability allocation		
Indemnity provisions		
Dispute resolution mechanisms		
Termination clauses		
Identification of legal or reputational risks		

Summary / Recommendations on Risk Management:

3. Intellectual Property (IP) and Confidentiality

Assessment Criteria:

- Ownership and usage rights of intellectual property arising from the collaboration
- Protection of confidential or sensitive information
- Provisions for publication, data sharing, and commercialization

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Suggested Safeguards
IP ownership and usage rights		
Confidentiality and sensitive information protection		

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Suggested Safeguards
Publication, data sharing, commercialization provisions		

Summary / Recommendations on IP and Confidentiality:

4. Additional Clauses / Suggested Revisions

Clause / Section	Recommended Addition / Revision	Rationale / Protection of Institutional Interest

5. Legal Vetting Conclusion

- Draft is legally compliant; no major revisions required
- Draft requires revisions / safeguards as recommended above
- Draft not recommended in current form

Overall Comments / Observations:

Reviewer Name & Signature: _____

Designation: _____

Date: _____

Annexure E:

Financial Vetting Form

Agreement / Proposal Title: _____

Parties: _____

Draft Version / Date: _____

Reviewed By (Finance Office): _____

Date of Review: _____

1. Review of Proposed Budget and Funding Sources

Assessment Criteria:

- Completeness and clarity of budget items
- Accuracy of cost estimates
- Identification of funding sources (internal and external)

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Observations
Budget completeness (all costs included)		
Accuracy of cost estimates		
Identification and reliability of funding sources		
Cost-sharing arrangements (if applicable)		

Summary / Overall Comment on Budget and Funding Sources:

2. Verification of Financial Commitments

Assessment Criteria:

- Confirmation of pledged funds from all parties
- Verification of cost-sharing arrangements and responsibilities
- Clarity on financial obligations

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Observations
Institutional financial commitments		
Partner financial commitments (if any)		
Cost-sharing arrangements		
Timeline for funding disbursement		

Summary / Overall Comment on Financial Commitments:

3. Assessment of Financial Sustainability

Assessment Criteria:

- Long-term viability of the proposed activities
- Adequacy of resources for continuation beyond initial funding
- Identification of recurring costs and funding gaps

Criteria	Assessment (Adequate / Needs Revision / Inadequate)	Comments / Observations
Long-term financial sustainability		
Availability of recurring resources		
Identification of potential funding gaps		

Summary / Overall Comment on Sustainability:

4. Identification of Financial Risks / Liabilities

Assessment Criteria:

- Risk of budget overruns or unexpected costs
- Potential institutional liabilities
- Compliance with financial rules, procurement policies, and audit requirements

Criteria	Assessment (Low / Medium / High Risk)	Comments / Suggested Safeguards
Budget overruns / unforeseen costs		
Institutional liabilities		
Compliance with financial rules / procurement / audit		
Risk mitigation measures proposed		

Summary / Recommendations on Financial Risks:

5. Finance Office Confirmation

Item	Confirmation (Yes / No / Conditional)	Comments / Observations
Availability of institutional funds (if required)		
Compliance with financial rules and policies		
Compliance with procurement policies		
Compliance with audit requirements		

Overall Finance Office Recommendation:

- Approved – No Revisions Required**
- Approved – With Conditions / Revisions**
- Not Approved**

Additional Notes / Conditions:

Reviewed By (Finance Officer): _____
Designation: _____
Date: _____

ANNEXURE F:

Memorandum of Understanding (MoU) Template:



LOGO 2nd

Party

MEMORANDUM OF UNDERSTANDING

BETWEEN

THE NATIONAL UNIVERSITY OF MODERN LANGUAGES OF THE ISLAMIC
REPUBLIC OF PAKISTAN

AND

2nd Party Name

The National University of Modern Languages (NUML), of the Islamic Republic of Pakistan, is one of the leading universities in Pakistan, is contributing in creating knowledge with a local and global perspective. It is teaching 26 oriental and occidental languages in addition to providing education in five different faculties: Faculty of languages, English Studies, Social Sciences, Management Sciences, Engineering and Computing. In all these fields, NUML is also committed to play a major role in research, development and community enhancement.

And

2nd Party Introduction

NUML and ____, hereinafter will be referred to jointly as “Parties”, and individually as a “Party” have agreed as follows:

Article 1

General Principle

The Parties shall implement the provisions of this Memorandum of Understanding (MOU) in conformity with their organizational and relevant country laws and other obligations and will promote cooperation in the fields of academics, research and commercialization in a structured fashion by developing and carrying out collaborative activities.

Article 2

Areas of Cooperation

The main areas of mutual cooperation between the Parties within the limits of their responsibility shall be as follows:

- a. Exchange of Students and Academic / Research / Administrative staff;
- b. Joint educational and research activities;
- c. Joint seminars, lectures, conferences, workshops and symposia;
- d. Joint graduate coursework at both universities;
- e. Collaboration in post graduate and postdoctoral programs;
- f. Online teaching of NUML’s language courses to students and faculty of partner institution;
- g. Special short- and long-term academic programs and capacity training sessions;
- h. Reciprocal visits of senior management of both the institutions;
- i. Other activities such as deemed appropriate by mutual consent.

Article 3

Legal Liabilities

It is understood that neither Party to this MOU is the agent of the other and neither is liable for the wrongful acts or negligence of the other and this will involve no financial/legal liabilities on any Party even if it is amended or modified or reviewed at any time through mutual consent of both Parties in writing. Standard policies of NUML and 2nd Party shall be applied for all mutual working relationships.

Article 4

Amendment or Modification

This MOU may be amended or modified at any time through mutual written consent of the Parties. The amendment or modification shall enter into force in the like manner as provided in Article 7 of this MOU.

Article 5

Governing Laws

All activities, programs, and arrangements under this MOU shall be subject to and governed by the Higher Education Commission Ordinance, 2002, and applicable HEC rules, regulations, and policies as amended from time to time.

Article 6

Settlement of Disputes

All differences or disputes arising from or concerning with the application or the interpretation of this MOU shall be amicably settled through mutual consultations and negotiations between the Parties.

Article 7

Non-Financial Obligating Document

This MOU is neither a fiscal nor a financial obligation document. Any endeavor or transfer of anything of value involving reimbursement or contribution of funds between the Parties to this MOU will be handled in accordance with applicable laws, regulations and procedures of the Parties. Such endeavors will be outlined in separate document that shall be made in writing by representatives of the Parties and shall be independently authorized by appropriate statutory authority. This MOU does not provide such authority.

Article 8

Entry into Force, Duration and Termination

This MOU shall enter into force on the date of Signatures and shall remain valid for a term of **FIVE** years. Either Party may terminate this MOU by giving a notice to the other Party of its intention to terminate this MOU six months before the expiration of the original or the renewed period. This MOU can be extended with mutual written consent of the Parties for an agreed upon duration. The activities undertaken during the validity of this MOU shall continue to be governed by its provision till their completion, unless the Parties agree otherwise.

In Witness whereof, the authorized representatives of the Parties, have signed this MOU on this day of _____ 2025 at (place) in two originals in the English language, both being equally authentic.

Signed on behalf of
The National University of Modern Languages,
The Islamic Republic of Pakistan

Signed on behalf of

Name:

Name:

Designation:

Designation:

Dated: _____

Dated: _____

Memorandum of Agreement (MoA) Template:



LOGO 2nd

Party

MEMORANDUM OF AGREEMENT

BETWEEN

THE NATIONAL UNIVERSITY OF MODERN LANGUAGES OF THE ISLAMIC
REPUBLIC OF PAKISTAN

AND

2nd Party Name

For _____, e.g. *Faculty Exchange Program*

Between

NUML

and

2nd Party Name

1. Reference

This Memorandum of Agreement (MoA) is made pursuant to the Memorandum of Understanding signed between NUML and **2nd Party Name** on _____.

2. Objective

The purpose of this MoA is to implement a *Faculty Exchange Program* to enhance teaching quality, research collaboration, and academic exposure.

3. Scope of Agreement

- Exchange of up to *e.g. five (5) faculty members per academic year*
- Duration of exchange: *e.g. 2 to 6 months*
- Areas: *e.g. Engineering, Computer Science, and Applied Sciences*

4. Responsibilities of NUML

e.g. NUML shall:

- *Nominate qualified faculty members*
- *Continue payment of salaries to its faculty*
- *Ensure compliance with host institution policies*

5. Responsibilities of 2nd Party Name

e.g. 2nd Party Name:

- *Provide academic workspace and institutional access*
- *Assign teaching and research responsibilities*
- *Provide mentorship and academic support*

6. Financial Arrangements

- *e.g. Travel expenses shall be borne by the sending institution*
- *Accommodation shall be provided by the host institution*
- *No additional remuneration shall be provided unless mutually agreed*

7. Monitoring and Reporting

Both parties shall designate coordinators to:

- Monitor program implementation
- Submit a joint annual evaluation report

8. Intellectual Property

Any output shall be jointly owned unless otherwise agreed in writing.

9. Term and Termination

This MoA shall be effective for *e.g. three (3) years* and may be terminated by either party with *e.g. 60 days' written notice*.

10. Dispute Resolution

Any disputes shall be resolved amicably through mutual consultation.

11. Governing Law

1. This MoA shall be governed by the laws of e.g. *[Country/State]*.

12. Signatures

Signed on this ____ day of _____, 20--.

For NUML University

Name: _____

Title: _____

Signature: _____

Date: _____

For 2nd Party Name

Name: _____

Title: _____

Signature: _____

Date: _____

Note: Monitoring and Evaluation for MoU/MoA

1. The Parties shall establish a mutual mechanism to monitor the implementation of activities under this MoU. Each Party shall designate a focal point or coordinator responsible for overseeing collaborative initiatives.
2. Periodic reviews shall be conducted to ensure compliance with agreed objectives and timelines.
3. The Parties shall submit joint progress reports at least once every six months, or as mutually agreed, which shall include a summary of completed activities, achievements against objectives, challenges encountered with proposed solutions, and recommendations for future activities.
4. Reports shall be submitted in writing or electronically to the designated coordinators of each Party.
5. The Parties may convene annual or ad hoc review meetings to assess progress, discuss challenges, and plan upcoming initiatives. Decisions taken during such meetings shall be recorded and mutually acknowledged in writing.
6. Monitoring and reporting shall inform any amendments or adjustments to collaborative activities, subject to mutual agreement, and the Parties shall work collaboratively to enhance the effectiveness and impact of all joint initiatives under this MoU.

ANNEXURE-G:

Implementation Plan

Blank fields can be filled by the Initiating Unit and Partner Organization.

A. General Information

Item	Details (To be Filled)
Title of Agreement / Project	
Initiating Unit	
Partner Organization	
Agreement Reference No.	
Implementation Period	From: ___ / ___ / ___ To: ___ / ___ / ___
Designated Coordinator (Initiating Unit)	Name, Designation, Contact
Designated Coordinator (Partner Organization)	Name, Designation, Contact

B. Activities, Milestones, and Timelines

Activity No.	Activity Description	Key Milestones	Start Date	End Date	Responsible Unit / Individual
1					
2					
3					
4					
5					

C. Roles and Responsibilities

Entity / Unit	Roles and Responsibilities
Initiating Unit	
Partner Organization	

Entity / Unit	Roles and Responsibilities
Joint Coordination Committee (if applicable)	
Designated Coordinator(s)	
Other Participating Units / Individuals	

D. Timelines and Implementation Schedule

Phase	Activities Covered	Timeline	Remarks
Phase I (Planning)			
Phase II (Execution)			
Phase III (Monitoring & Review)			
Phase IV (Completion & Reporting)			

E. Required Resources and Logistical Arrangements

1. Human Resources

Resource Type	Description / Number Required	Responsible Unit
Faculty / Experts		
Technical Staff		
Administrative Support		

2. Financial Resources

Budget Head	Estimated Cost	Funding Source
Travel & Accommodation		
Events / Workshops		

Budget Head	Estimated Cost	Funding Source
Research / Project Costs		
Miscellaneous		

3. Infrastructure and Logistics

Item	Description
Facilities / Laboratories	
IT & Communication Support	
Event / Training Venues	

F. Deliverables

Deliverable No.	Deliverable Description	Due Date	Responsible Unit
1			
2			
3			
4			

G. Performance Indicators

1. Quantitative Indicators

Indicator	Target Value	Measurement Method
e.g. Number of exchange visits	2–4 exchange visits per year (faculty/researchers/students combined)	Review of approved travel orders, visit reports, participation certificates, and attendance records
e.g. Number of joint projects	1–2 joint projects per year	Signed project approval documents, project registration records, and project initiation reports

Indicator	Target Value	Measurement Method
e.g. <i>Number of joint publications</i>	<i>1–3 joint publications during the agreement period</i>	<i>Published papers indexed in recognized databases (Scopus, Web of Science, etc.), DOI records, and acceptance letters</i>
e.g. <i>Number of events conducted</i>	2–3 joint events per year <i>(workshops/seminars/webinars)</i>	<i>Event completion reports, agendas, attendance sheets, photographs, and official circulars</i>
e.g. <i>Number of participants</i>	5–10 participants per event or minimum 10 participants annually	<i>Verified registration forms, attendance sheets, and participation certificates</i>

2. Qualitative Indicators

Indicator	Description / Assessment Criteria
e.g. <i>Capacity enhancement</i>	<i>Pre- and post-activity assessment reports, skill evaluation surveys, training feedback forms, and competency improvement analysis</i>
e.g. <i>Institutional impact</i>	<i>Comparative institutional performance reports, accreditation metrics, policy or curriculum changes, and documented best practices</i>
e.g. <i>Knowledge/skill transfer</i>	<i>Participant feedback surveys, reflective reports, mentoring session records, and outcome-based evaluations</i>
e.g. <i>Sustainability of collaboration</i>	<i>Evidence of follow-up projects, renewed agreements, long-term action plans, and continued joint initiatives</i>

H. Monitoring and Reporting

Monitoring Activity	Frequency	Responsible Authority
Progress Review Meetings		
Mid-term Evaluation		
Final Evaluation		

I. Approval and Endorsement

Name & Designation	Organization	Signature	Date
	Initiating Unit		
	Partner Organization		

ANNEXURE-H:

Progress Report by Initiating Unit

A. General Information

Item	Details (To be Filled)
Title of Agreement / Project	
Agreement Reference No.	
Initiating Unit	
Partner Organization	
Reporting Period	From: ___ / ___ / ___ To: ___ / ___ / ___
Date of Submission	
Reporting Officer / Coordinator	Name, Designation

B. Summary of Activities Conducted

Activity No.	Activity Description	Planned Timeline	Actual Date(s)	Status (Completed / Ongoing / Delayed)	Remarks
1					
2					
3					

C. Assessment of Deliverables and Performance Indicators

1. Deliverables Status

Deliverable	Planned Output	Actual Output	Status (Achieved / Partially Achieved / Not Achieved)	Evidence / Reference

2. Performance Indicators Assessment

Quantitative Indicators

Indicator	Target Value	Achievement to Date	Measurement Method	Remarks
<i>e.g. Number of exchange visits</i>				
<i>e.g. Number of joint projects</i>				
<i>e.g. Number of joint publications</i>				
<i>e.g. Number of events conducted</i>				
<i>e.g. Number of participants</i>				

Qualitative Indicators

Indicator	Assessment Summary	Evidence / Method Used
<i>e.g. Capacity enhancement</i>		
<i>e.g. Institutional impact</i>		
<i>e.g. Knowledge/skill transfer</i>		
<i>e.g. Sustainability of collaboration</i>		

D. Challenges, Risks, and Mitigation Measures

Issue Type (Challenge/Risk)	Description	Impact	Mitigation Measures Taken / Proposed

E. Planned Activities for the Next Reporting Period

Planned Activity	Proposed Timeline	Responsible Unit / Individual	Expected Outcome

F. Overall Progress Assessment

Parameter	Status
Overall Progress	<input type="checkbox"/> On Track <input type="checkbox"/> Slightly Delayed <input type="checkbox"/> Significantly Delayed
Compliance with Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No
Support Required (if any)	

G. Declaration

I hereby confirm that the information provided in this progress report is accurate and reflects the implementation status of the agreement during the reporting period.

H. Signature and Approval

Name & Designation	Organization	Signature	Date
	Initiating Unit		

ANNEXURE-I:

Pre-Expiry Review Report

(To be submitted by the Initiating Unit to NILO at least six (6) months prior to agreement expiry)

1. General Information

Item	Details
Title of Agreement	
Agreement Reference No.	
Initiating Unit	
Partner Organization	
Agreement Period	From: ___ / ___ / ___ To: ___ / ___ / ___

Item	Details
Date of Review	
Reporting Officer	Name & Designation

2. Overview of Agreement Implementation

2.1. Activities Undertaken During the Agreement Period

Activity No.	Activity Description	Timeframe	Key Outputs	Status
1				Completed / Ongoing
2				Completed / Ongoing
3				Completed / Ongoing

3. Achievement of Objectives and Deliverables

3.1 Objectives vs. Achievement

Objective	Key Deliverables	Achievement Status (Fully / Partially / Not Achieved)

3.2 Performance Indicators – Summary

Quantitative Indicators

Indicator	Target	Achievement
e.g. <i>Exchange visits</i>		
e.g. <i>Joint projects</i>		
e.g. <i>Joint publications</i>		
e.g. <i>Events conducted</i>		
e.g. <i>Participants involved</i>		

Qualitative Indicators

Indicator	Executive Assessment
e.g. <i>Capacity enhancement</i>	

Indicator	Executive Assessment
e.g. <i>Institutional impact</i>	
e.g. <i>Knowledge / skill transfer</i>	
e.g. <i>Sustainability of outcomes</i>	

4. Outcomes and Institutional Impact

Area	Description
Academic / Research Outcomes	
Capacity Building Outcomes	
Institutional Benefits	
Visibility / Reputation Enhancement	

5. Challenges and Lessons Learned

5.1. Challenges Faced

Challenge	Impact on Implementation	How It Was Addressed

5.2. Lessons Learned

Lesson Learned	Relevance for Future Agreements

6. Pre-Expiry Assessment

Assessment Area	Rating (High / Moderate / Low)	Remarks
Effectiveness and utilization of agreement		
Continued relevance to institutional priorities		
Partner performance and engagement		
Financial and resource implications		

7. Recommendation & Justification

Based on the pre-expiry review, the Initiating Unit, in consultation with NILO, shall recommend one of the following actions

7.1 Recommended Action

Action	Tick (✓)
Renewal without changes	<input type="checkbox"/>
Renewal with amendments	<input type="checkbox"/>
Amendment during validity period	<input type="checkbox"/>
Non-renewal	<input type="checkbox"/>

7.2 Proposed Amendments / Modifications (if applicable)

Amendment Type	Description / Justification	Expected Impact
Expansion / reduction of scope		
Revision of duration / timelines		
Modification of financial / resource commitments		

Amendment Type	Description / Justification	Expected Impact
Changes in roles, responsibilities, or focal persons		

7.3 Rationale and Supporting Evidence

In case of amendments, provide documented justification based on performance, outcomes, and lessons learned. Include reference to deliverables, KPIs, and impact assessment.

8. Declaration

I certify that this Executive Pre-Expiry Review accurately reflects the performance and outcomes of the agreement and is supported by relevant records.

9. Signature

Name & Designation	Signature	Date

For NILO Use (Decision)

Reviewed By	Decision	Remarks	Date

ANNEXURE-J:

Addendum / Amendment Agreement Form

1. General Information

Item	Details
Original Agreement Title	
Original Agreement Reference No.	
Initiating Unit	
Partner Organization	
Original Agreement Start Date	

Item	Details
Original Agreement Expiry Date	
Addendum / Amendment No.	
Effective Date of Addendum / Amendment	
Prepared By	Name, Designation

2. Purpose of Addendum / Amendment

This Addendum / Amendment is executed to formalize the changes approved during the **pre-expiry review** conducted on [date], in accordance with Clauses 5.15 and 5.16 of the original agreement.

The purpose is to document the **renewal and/or modification of terms**, including objectives, scope, timelines, deliverables, financial/resource commitments, or roles and responsibilities.

3. Renewal / Amendment Details

Type of Action	Tick (✓)	Description / Notes
Renewal without changes	<input type="checkbox"/>	
Renewal with amendments	<input type="checkbox"/>	Specify changes in scope, deliverables, timelines, resources, roles
Amendment during validity period	<input type="checkbox"/>	Specify updated terms
Non-renewal (agreement termination)	<input type="checkbox"/>	Effective termination date: ___ / ___ / ___

4. Summary of Amendments (if applicable)

Clause / Section	Original Text	Amended / Added Text	Rationale / Justification

5. Financial / Resource Adjustments (if applicable)

Item	Original Commitment	Revised Commitment	Remarks

Item	Original Commitment	Revised Commitment	Remarks

6. Roles, Responsibilities, and Focal Persons (if applicable)

Role / Responsibility	Original Assignment	Revised Assignment / Focal Person	Remarks

7. Timelines and Duration (if applicable)

Original Timeline / Expiry Date	Revised Timeline / Expiry Date	Remarks

8. Effect of Addendum / Amendment

Except as amended by this Addendum / Amendment, all terms, conditions, and obligations of the original agreement shall remain in full force and effect.

This Addendum / Amendment forms an integral part of the original agreement.

9. Signatures

Party	Name & Designation	Signature	Date
Initiating Unit			
NILO Office			

Party	Name & Designation	Signature	Date
Partner Organization			

Annexure-K:

Closure Report of Agreement

(To be submitted by the Initiating Unit to NILO upon completion or termination of the agreement)

1. General Information

Item	Details
Agreement Title	
Agreement Reference No.	
Initiating Unit	
Partner Organization	
Agreement Start Date	
Agreement End Date / Closure Date	
Reporting Officer / Coordinator	Name & Designation
Date of Submission	

2. Summary of Activities Undertaken

Activity No.	Activity Description	Timeline	Key Outputs	Status (Completed / Ongoing / Partial)
1				
2				
3				
4				

3. Outcomes Achieved

Outcome Area	Expected Output	Actual Achievement	Remarks / Evidence
Academic / Research			
Capacity Building			
Institutional Impact			
Publications / Knowledge Transfer			
Other			

4. Financial and Administrative Closure Status

Item	Original Allocation / Commitment	Utilized / Completed	Remarks / Pending Actions
<i>e.g. Budget Utilization</i>			
<i>e.g. Resource Allocation</i>			
<i>e.g. Assets / Equipment</i>			
<i>e.g. Staff / Human Resources</i>			
<i>e.g. Administrative Approvals</i>			

Note: Attach financial statements, utilization certificates, and final audit reports, if applicable.

5. Pending Obligations or Liabilities

Obligation / Liability	Responsible Unit / Person	Action Required	Expected Completion Date

6. Overall Closure Assessment

Parameter	Status
Agreement Implementation Completion	<input type="checkbox"/> Fully Completed <input type="checkbox"/> Partially Completed <input type="checkbox"/> Not Completed

Parameter	Status
Financial Closure	<input type="checkbox"/> Completed <input type="checkbox"/> Pending <input type="checkbox"/> Partially Completed
Administrative Closure	<input type="checkbox"/> Completed <input type="checkbox"/> Pending <input type="checkbox"/> Partially Completed
Pending Obligations	<input type="checkbox"/> None <input type="checkbox"/> Minor <input type="checkbox"/> Significant

7. Declaration

I hereby certify that the information provided in this Closure Report accurately reflects the activities, outcomes, financial and administrative status, and pending obligations of the agreement.

8. Signatures

Name & Designation	Organization	Signature	Date
	Initiating Unit		
	Partner Organization (if applicable)		