

INTELLECTUAL PROPERTY POLICY

2016

FORWARDING NOTE

Intellectual Property has assumed an increasingly significant role on the world stage in recent years. Development of inventions and innovations within Zetech University offers the University opportunities for earning revenue and gives it a competitive edge. Keeping sight of the fact that our University exists in order to serve the public, it has to capitalize on every opportunity to benefit financially from successful commercialization of the technology emanating from it and order to generate funding and provide incentives to inventors and innovators. Intellectual Property Rights are consequently valuable Zetech University assets. An effective Intellectual Property Policy is not negotiable for any University wishing to become internationally competitive. The need for the Policy has become particularly urgent in light of the changing global order and shrinking state support for research.

The radical and unstoppable scientific and technological advances of the latter part of the 21ST century have ushered in daunting challenges in the appropriation and use of products of human intellect. In particular, there are concerns for the public interest in new products and processes resulting from discoveries or inventions made by researchers in connection with and related to their research activities. Moreover the growing application and use of communications media, educational technology, and computer programs in research raise new and complex problems relating to the proper and equitable distribution of rewards and obligations. The challenge to find fair and equitable ways and means to distribute and reward efforts among the different stakeholders, that is, the inventors or authors, the institution for which they work, outside sponsors and, more important today, the community in which the work is conducted, is real indeed.

For the Zetech University, as for other institutions, the need and concern to properly manage its intellectual property and the intellectual property of others is paramount. Inventions, discoveries, copyrightable works, and other creative works that have the potential to be brought into practical use may be developed by the ZU employees within the scope and in the course of their duties or through the use, by any person, of the ZU resources such as facilities, equipment and funds. In the same vein, the ZU may benefit from using of intellectual property of others. It is in light of these realities that the ZU has taken time to examine its role and to reaffirm its commitment to basic principles and proper management of intellectual property.

List of acronyms

DEFINITION OF TERMS

Academic Materials: Materials used for pedagogical purposes including, but not limited to, recorded and live digital, video, and audio presentations; photographs, films, graphic illustrations, transparencies, and other visual aids; programmed instructional packages; computer programs and data bases; and books, booklets, monographs, articles, scripts, study guides, syllabi, tests, and other items that accompany, or are used to present or demonstrate, the above described materials;

Assignment: A written agreement by the innovator, assigning all or part of the Innovator's right, title or interest in or to an innovation of the University.

Copyright: An original work of authorship which has been fixed in any tangible medium of expression from which it can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device, such as books, articles, journals, software, computer programs, musical works, dramatic works, videos, multimedia products, sound recordings, paintings, pictorial, sculpture or graphical works.

Equity: Shares of stock or securities including, but not limited to, stock options, warrants or any other rights to purchase stock or securities;

Geographical Indications: Indications which identify a good as originating in the territory of a country, or a region or locality in that territory, where a given quality, reputation or other characteristic of a good is essentially attributable to its geographical origin;

Gross Revenues: All income received by the University under a license agreement but does not include be research funds (unless the research funds offset future royalty obligations) and maintenance fees received under the license agreement;

Industrial Designs: those aspects of a useful article, which are ornamental or aesthetic and include the shape, pattern, line or color of products of industry, handicraft, technology or architecture;

Innovation: A new or original product or process;

Innovator: Scientist, researchers, author or performer. This includes a staff member (researchers and non-researchers), undergraduate and graduate students, candidates for masters and doctoral degrees, predoctoral and postdoctoral fellows, including any other person employed by the University, whether full or part-time, emeritus staff while at the University, visiting faculty and researchers, adjunct staff and professors, company representatives, administrators and any other

persons who create or discover applicable intellectual property using the University resources or who receives funds or other rewards for their services (work-for-hire), work done through research whether or not funded by the Government, or those who voluntarily assign their intellectual property to the University;

Invention Disclosure: The written submission to the R&E department or IPMO department on the standard or prescribed invention or innovation disclosure forms available from R&E department, of a written description of any Invention that an Innovator claims he or she has made;

Inventions: New, useful, and non-obvious ideas and/or their reduction to practice that result in, but are not limited to, new products, devices, processes, and/or methods of producing new and/or useful industrial operations and materials; any article useful in trade; any composition of matter, including chemical compounds and mechanical mixtures; biological materials including cell lines, plasmids, hybridomas, monoclonal antibodies, and genetically-engineered organisms that is industrially useful or that have commercial potential; new varieties of plants; any new design in connection with the production or manufacture of an article including computer software, data bases, circuit design, prototype devices and equipment; and any improvement upon existing processes or systems;

Inventors or Creators: A person responsible for the conception, ideas, and content of Inventions and other works. Support staffs such as research assistants, photographers, artists, producers, computer programmers, printers, and others who contribute to the works shall not be considered inventors or creators unless they substantially influence the original or novel aspects of the works.

Intellectual Property: Any new original or useful process, machine, composition of matter, life form article of manufacture, software, literary, artistic, musical work, or tangible property including new or improved devices, circuits, chemical compounds, drugs, genetically engineered biological organisms, data sets, software, musical processes, or unique or innovative uses of existing inventions that may or may not be patentable, copyrightable trade markable or protectable under any other form of intellectual property;

Intellectual Property Management Office: The office established under the legal office to manage intellectual property matters.

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Know-how: Includes actual human artistic or technical skills derived from experience in working a certain art or technology;

Neighboring or related rights: Rights that are related or auxiliary to copyright and include sound recordings, audiovisual works, broadcasts and performances;

Net Revenue: Gross Revenue less expenses associated with the protection or commercialization of innovation or invention;

Net Royalties: Gross royalties less expense incurred in protecting or promoting the innovation or invention;

Patent: An exclusive right granted for an invention, which is a product or a process that provides a new way of doing something or offers a new innovative and useful technical solution to a problem in industry or commerce or public life;

Person: Includes both natural and juridical persons.

Publications: Books, textbooks, booklets, bulletins, circulars, pamphlets, reports, information releases, exhibits, demonstrations, and other scholarly or popular writings regardless of medium;

Reassignment: The execution of a written agreement by the University assigning all or part of the University's right, title or interest in and to an innovation back to the innovator who had originally assigned his or her right, title or interest in and to the Innovation to the University;

Service mark: Includes any word, phrase, logo, name, symbol, device, sign or any combination thereof, used by a person or which a person has a bona fide intention to use in commerce and uses or applies to register, identify and distinguish his, services from those of others;

Significant Use: Extensive use of ZU resources.

Staff: Shall mean any person employed by ZU on contract or on permanent and pensionable terms;

Student: Bona fide student of the Zetech University;

Tangible Research Property: Anything having a physical embodiment such as cell lines, software, devices, and compositions of matter irrespective of whether or not protectable under any intellectual property regime;

Trade mark: Includes any word, phrase, logo, name, symbol, device, sign or any combination thereof, used by a person or which a person has a bona fide intention to use in commerce and uses or applies to register, to identify and distinguish his goods from those of others;

Trade Secret: Includes confidential data, information or compilations used in research, business, commerce and industry and confer advantage on one having the right to use it. The information has commercial value because it is secret or confidential. There must be an intention to keep such information confidential

University Employee: Staff, researcher employed by the Zetech University on contract or on permanent and pensionable terms;

Resources of the University: Funds, supplies, equipment, physical facilities, personnel, and/or other services or property of the ZU. The resources include all tangible resources made available by University to inventors, including: office, laboratory and studio space and equipment; computer hardware, software and support; secretarial services; research, teaching and laboratory assistants; supplies and utilities; funding for research and teaching activities, travel and other funding or_reimbursements. University resources do not include the employee's time, use of the library, or use of personal office including any office computer or data processor located therein; Utility Model: Any form, configuration or disposition of element of some appliance, utensil, tool, electrical or electronic circuit, instrument, handicraft mechanism or other object or any part of the same allowing a better or different functioning, use, or manufacture of the subject matter or that gives some utility, advantage, benefit, saving or technical effect not available in Kenya before and includes microorganisms or other self-replicating material, products of genetic resources, herbal as well as nutritional formulations which give new effects;

Visitor: Visiting professor, lecturer, researcher or scientist, and any other individual participating in research or teaching, sponsored or hosted by the funds or other resources of the University;

Work, for hire: A work prepared by a University employee within the scope and in the course of his or her employment with ZU and shall include expressly commissioned works for instructional, public service, or administrative use, by the ZU whether the person commissioned is an employee of the University or not.

1.1 VISION, MISSION AND CORE VALUES

Vision

To be the best university, in the world, in research, innovation and knowledge dissemination.

Mission

To provide holistic higher education by promoting excellence in research, integrating innovation and technology in learning with the aim of developing well rounded citizens to impact the social, political and economic world.

Core Values

Integrity, Customer focus, Professionalism, Innovation, Transparency and accountability, Teamwork

1.2 Objectives

- To protect the rights of the University, its innovators, inventors, research sponsors and the public;
- b) To eliminate the infringement, improper exploitation and abuse of the University's intellectual assets belonging to the University or the other persons;
- To optimize the environment and incentives for research and for the creation of new knowledge;
- To promote linkages with industry and stimulate research through developing and utilizing novel technologies and creative works for commercialization and plough back resources the University and to the interested parties;
- e) To promote creativity and innovation; and
- f) To ensure fair and equitable distribution of all benefits accruing from all innovations and inventions.

1.3 Governing Law

This Policy shall be interpreted in accordance with all applicable national laws including the Zetech University Act, the Statutes made there under, Regulations and Policies.

1.4 Commencement

This Zetech University Intellectual Property Policy shall become effective upon adoption and approval by the University Management board.

1.5 Implementation

This policy shall be implemented in a manner consistent with other University Policies. The Council may make appropriate changes to this Policy from time to time;

1.6 Notification and Compliance

- (1) All staff, students, fellows, visitors, persons and institutions shall be required to comply with the provisions of this Policy.
- (2) Where an external researcher is already subject to the terms of an intellectual property policy of his or her parent institution he or she shall inform the Zetech University of such an obligation in a timely manner. The University shall then proceed either to negotiate a waiver of the parent institution's policy or to agree to the waiver of the terms of this Policy. Where issues arise which are not covered by the terms of the agreement, this Policy shall be applicable.
- (3) All University staff, students, fellows, visitors, persons and institutions shall be subject to this Policy and shall be required to sign the ZU Intellectual Property Policy Acceptance Agreement Form. In furthering such requirement, all participants will sign Agreements on innovations, inventions and Proprietary Information in accordance with this Policy and such Form shall be placed in their files with a copy to their Head of Department and the IPMO. All applications and/or processes in the University shall be subject to this Policy.

Article 7: Scope of the Policy

The areas covered by this Policy shall include the following:

- a) Patent;
- b) Trade Mark and Service Mark;
- c) Copy rights and Neighboring rights;
- d) Industrial Design;
- e) Utility Model;
- f) New Plant Varieties;
- g) Trade Secrets and Know how;
- h) Integrated circuits or layout designs;
- i) Geographical Indications;
- j) Tangible Research Property (TRP) and genetic resources and;
- k) Traditional Knowledge and Folklore.

Article 8: Ownership of Intellectual Property

- (1) The intellectual property rights vest, in the first instance, in the author, innovator or inventor, and as long as the innovator or inventor is a staff member or student of the University, the University shall be entitled in principle to ownership of the intellectual property concerned, where the innovation is made within the scope and in the course of the employment or commission unless otherwise agreed.
- (2) All intellectual property conceptualized or developed by staff, in the course of normal duty, students, visitors and others or as a result of participation in ZU programmes, funds, facilities, support, or funds channeled through the ZU shall be owned by the University when:
 - a) The intellectual property was developed pursuant to a ZU sponsored or commissioned research agreement; or
 - b) The intellectual property was developed with significant use of facilities, resources or funds owned or administered by the ZU.
- (3) The ZU may allow ownership of intellectual property in the following circumstances:
 - a) Where there has not been significant use of University resources;
 - b) Where the innovator or inventor had disclosed the nature and scope of his or her research and has been allowed to compensate the University for the use of the University's facilities and equipment as charged by the University to outsiders;
 - c) Where the University is involved in collaborative research with another person, institution, or business entity, in which case the intellectual property may be jointly owned and the distribution of royalties shall be governed by the contractual arrangements between the parties;
 - d) Where it has been expressly provided for between the University and the research sponsor; and
 - e) Where it has been expressly provided for between the University, staff, students, visitors and others.

- (4). If the University cannot, or decides not to, proceed in a timely manner to protect the innovation using an intellectual Policy regime and/or to license or commercialize the invention, it may reassign ownership to the innovator or inventor at the latter's request. This should be to the extent possible under the terms of any agreements that supported or related to the work.
- (5) Students shall own any intellectual property that they make, discover, or create in the course of their research unless:
 - a) The student has received financial support from the University in the form of wages, salary, stipend or grant funds for the research in which case the ownership shall be negotiatable;
 - b) The student has made significant use of University resources in connection with the research;
 - c) The research has been funded by a sponsor under a grant or sponsored research agreement, or is subject to a materials transfer agreement, confidential disclosure agreement or other legal obligation that restricts ownership of the intellectual property.
- (6) The texts of all student theses and dissertations, and works derived from such works, are considered exempted scholarly works. The students shall own copyright in the scholarly work subject to a royalty-free license to the University to reproduce and publish the work. Students shall be allowed to publish their theses and dissertations unless they have agreed in writing to restrictions that precludes or delay publication.
- (7) University research contracts shall protect the right of the staff, students and other employees to publish the results of their work, but may allow brief delays for the filing of patent applications or other move to protect intellectual property.

Article 9: Significant Use

- (1) The following shall not be regarded as significant use: salary, insurance or retirement plan contribution to or for the benefit of the inventor, use of library facilities, facilities available to the general public and occasional use of office equipment and office staff.
- (2) In addition, researchers may not be considered to have made significant use of University resources if:
 - a) The inventor or innovator receives advance written approval of the proposed use from the University and Compensates the University for the fair market value of the facilities and equipment (as actually charged by the University to outside users);
 - b) The inventor or innovator is not using the University's committed time; and
 - c) The inventor or innovator does not use any University-provided funds or University administered funds in connection with the activity.

Article 10: Licensing and Commercial Development of Innovations

- (1) ZU staff or student inventors or inventors may request a license to commercially develop their ZU-owned innovations or inventions where such licensing would enhance the transfer of technology, is consistent with ZU obligations to third parties, and does not involve a conflict of interest.
- (2) The University through the IPMO will pursue the licensing and commercialization of all intellectual property by researching the market for the technology, identifying third parties to commercialize it, entering into discussions with potential licensees, negotiating appropriate licenses or other agreements, monitoring progress, and distributing royalties to the inventors, innovators, authors and other parties in accordance with this Policy.
- (3) In order to facilitate the licensing and commercialization, the inventor or innovator, as the case may be, shall execute assignment agreements and related documents pursuant to this Policy.

Article 11: Waiver of University Rights

- a) The University will waive intellectual property rights to the innovator or inventor if it determines not to protect, license or commercialize that intellectual property.
- b) The University will also waive intellectual property rights to the innovator or inventor if it determines to abandon all efforts to protect or commercialize the intellectual property.

Article 12: Institutional Framework for Intellectual Property and Technology Transfer

- The ZU shall established an intellectual property and technology transfer office within the Legal Office (herein referred as the Intellectual Property Management Office) to maximize the value of intellectual property and technology to the staff, students, visitors, the University and society.
- 2. The functions of Intellectual Property Management Office through the University legal officer are to
 - a) Promote Intellectual Property in a manner consistent with University's mission, vision and objectives and academic environment;
 - Promote policies and procedures for technology transfer, and the avoidance of conflicts of interest, consistent with ZU's policies;
 - Review, negotiate and approve all agreements that convey or affect the ZU's right to intellectual property,
 - d) Coordinate reporting requirements and other obligations to research sponsors regarding innovation developed under a research contract or grant, including but not limited to, obligations to the Kenya Government;

- e) Advise the Vice-Chancellor on the decision to, and the feasibility of, obtaining intellectual property protection for an innovation;
- f) Advise the Vice-Chancellor on the measures necessary to facilitate access to an innovation or invention;
- g) Advise the Vice-Chancellor on the transfer and licensing or commercialization of any intellectual property held by the ZU;
- h) Receive and evaluate all innovation or invention disclosures in a timely manner;
- Prepare and approve reports listing the titles and brief descriptions of all innovations or invention disclosures received;
- j) Advise the Vice-Chancellor on any applications for the transfer, or licensing, of the ZU's rights to innovator;
- k) Grant permission, request and advise the innovators concerning the publishing of material related to an innovation, whether for academic, distribution or defensive purposes;
- Advice the Vice-chancellor as to any variation of this policy and Intellectual Property agreements.
- m) Advice the Vice-Chancellor as to the amendment of this Policy and all matters pertaining to intellectual property administration, management and diffusion;
- n) Receive, hear and determine disputes arising from the terms or implementation of this policy
- o) Provide advice and support to all staff and associates of ZU regarding this Policy;.

- p) Provide guidance in setting up new companies by the ZU innovators or using ZU innovations and ensuring compliance with Policy and relevant ZU policies; and
- q) Process, patent, copyright, trade mark, utility model and other applications with the Kenya Copyright Board, Kenya Industrial Property Institute (KIPI), Kenya Plant Health Inspectorate and other relevant, national, regional and international organizations.

Article 13: Publication and Confidentiality

- 1. It is the policy of ZU that the publishing and patenting or protecting innovation or inventions are compatible. The ZU is dedicated to encouraging the dissemination of research results, while providing the means to protect rights to such property.
- 2. No individual shall publish, in any form, information relating to research for which an innovation or invention disclosure has been submitted without the express written consent of the IPMO provided that the consent shall not be unreasonably denied or delayed and the decision shall be communicated within a period of one month.

Article 14: Disclosure

Disclosure of all innovations and creative works shall be made to the IPMO in the prescribed manner.

 An innovation or invention disclosure must be prepared and submitted for each innovation or invention conceived or first actually reduced to practice under a ZU contract.

Article 15: Internal Evaluation Process

Internal evaluation shall be conducted on the innovation, invention, or Technology disclosed to IPMO.

The evaluation shall be conducted by the evaluation committee, which shall be made up of three IP specialists, Innovations project manager and two specialists from the area under consideration to establish whether:

a) The invention is the product of ZU research as defined in this Policy; or;

b) The invention, innovation or creative work is protectable and/or marketable.

Article 16: Distribution of Tangible Research Property

- All the tangible research property leaving the University shall be governed by a Material Transfer Agreement (MTA). Any proprietary information accompanying tangible research property will be governed by a Confidentiality Agreement.
- The IPMO will lay down the guidelines, procedures and prepare agreements for the distribution or sharing of all information and materials.

Article 17: Conflict of Interest or Commitment

- (1). Any of the following factors may signify a conflict of interest, which will be taken into account prior to waiving or licensing ZU's rights to inventors and creators under this policy.
 - a) An adverse impact on ZU educational responsibility to its students;
 - Undue influence on the employment commitment of the innovator, inventor or author to ZU in terms of time or direction of effort;
 - A detrimental effect on ZU obligations to serve the needs of the general public;
 and
 - d) Potential conflict of interest as defined in the national laws ZU code of ethics, regulations, Policies and procedures
- (2) An employee shall disqualify himself or herself from participating in any licensing negotiations or other matters of technology transfer where the University is likely to be disadvantaged by such a decision in the following circumstances;
 - a) where an employee has an external relationship with a company that itself has a financial interest in a University project; or
 - b) where the University official serves on a board of a company that has financial transactions with the University; or

- where an employee has equity holding or royalty expectations that could influence the decision; or
- d) Where the employee of the University is an interested party and by virtue of his or her position is likely to influence the decision.

Article 18: Equity

- a) ZU may accept equity in lieu of full or part payment of royalties in addition to monetary consideration for intellectual property in a company pursuant to the provisions of this Policy.
- b) University acceptance of equity in consideration of licensing a University innovation shall be based upon the principles of transparency, objectivity and fairness in decision-making and the pre-eminence of the education, research, and public service missions of the University over financial or individual personal gain. Such licensing activity shall be conducted in accordance with this and other related ZU policies and guidelines.
- c) The University shall handle all subsequent relationships with a licensee with whom the University has accepted equity in a commercial manner, pursuant to relevant University policies and guidelines.
- d) The terms of an innovation licence, other than those related to the acceptance of equity in the company by the University shall be consistent with University transactions for comparable innovations.
- e) When the University accepts equity in a company as partial consideration for a licence, the University shall take into account any legal restrictions and the wishes of each innovator or inventor involved.

- f) The University shall pay the Innovator's share of equity consistent with the formula established under this Policy for the distribution of royalties
- g) The University shall distribute cash upon conversion of equity to cash, in accordance with the royalty distribution formula under this policy.

Article 19: Royalty Distribution

- (1) Revenues received as a result of licensing agreements in the form of cash royalties and/or equity holdings, shall be distributed in such a manner as to encourage the development of intellectual property, technology development and technology transfer in the University.
- (2) For the avoidance of doubt, "revenues" shall not include funds received for research support.
- (3) The University costs for filing, processing intellectual property applications and maintaining these rights shall be reimbursed from gross revenue prior to distributing royalties to innovators and departments.
- (4) The revenue distributable shall be net of all the expenses incurred by the University in protecting and commercializing the intellectual property, and defending or prosecuting any and all infringement suits that might arise
- (5) Where the University prevails and receives a financial settlement, the relevant innovator, departments and the University shall be reimbursed for their shares of royalties used by the University in prosecuting or defending the infringement. Any funds received in excess of the royalties shall be distributed in accordance with the formula or scheme under this Article.
- (6) The distribution of Net Revenues shall be made annually and in accordance with the following scheme:

a)	Innovators/innovator	40%
	College, School/Department/Institute/Laboratory/Library	25%
	Zetech University Intellectual property management office	30%
	Including other contributors	
	Endowment fund for Intellectual Property	
	Management Office	5%

Total 100%

- (7) In the event of multiple innovators, inventors or authors, innovators will agree among and as to the distribution of the income accruing to the innovators, inventors or authors; and distribution of the inventors' or authors' share shall be made only upon receipt of a signed agreement between the innovators, inventors or authors.
- (8) The innovator's share shall survive the termination of affiliation with the University and in the event of the death of the innovator his or her share shall inure to the benefit his or her estate.
- (9) The University shall create and maintain an Endowment Fund in which shall be paid gifts, contributions, and donations to support research and development in accordance with this Policy.

Article 20: Use of the Trade Mark, Name and Logo of the University

No person, institution or organization shall use the name trade mark, service mark or logo of the University or any combination thereof for any application or process whatsoever except as provided for under the provisions of the Act and this Policy.

Article 21: Dispute Resolution

- a) Any party aggrieved by the decision of the IPMO shall have a right of appeal to the Vice Chancellor upon which the Vice Chancellor shall appoint a five member independent panel comprising of persons knowledgeable with the discipline,
- b) The panel shall elect its Chair and Secretary.
- c) The panel shall hear both parties to the dispute and any other person they deem fit.
- In the event of any party being dissatisfied with the decision of the panel he or she shall have a right of appeal to the full University Council through the Council Chairman. The Council shall set up an independent panel to hear the appeal and report back to Council with its recommendations within one month from the date of appeal and Council shall determine and communicate its decision on the matter within one month from the date of receipt of the panel report.

Article 22: Recognition

The University shall recognize and provide of an appropriate mode for recognition in perpetuity of the individual or class of inventors and innovators and any and all the contributors based on their levels of contribution.

Article 23: Traditional Knowledge, Genetic Resources and Folklore

- a) The University recognizes the role of traditional knowledge, genetic resources and folklore in the development of innovations and creative works.
- b) The University shall formulate procedures and mechanisms for access to and benefit sharing from whether or not intellectual property is commercialized by University.

Article 24: Intellectual Property Donations

If an individual chooses to offer to the University any form intellectual Property in which the University has no claim, the University may accept ownership or control of the intellectual property provided that:

 a) The person makes the offer through the IPMO as if the intellectual property has been created within the University;

- b) The person discusses provisions and makes an agreement (including distribution of income provisions) with the IPMO;
- c) The person warrants that he or she owns all rights, titles and interests to the intellectual property, and that to the best of his or her knowledge, the intellectual property does not infringe upon any existing intellectual property;
- d) The University may accept charitable donations of intellectual property from governmental or private organizations; and
- e) Upon the transfer of title in the intellectual property to the ZU, the intellectual property will be managed in accordance with this Policy.

Article 25: Professional, Product Liability and Indemnity

- a) The terms of all contracts entered by the University shall state that the University is absolved from liability, within the limits of the law and University shall not to give indemnities to any person whatsoever.
- b) The university shall not be held responsible for any consequences of any inaccuracies or omissions and no liability shall attach to the University it for the effects of any product or process that may be produced or adopted by the sponsor, notwithstanding that the formulation of the product or process may be based on the findings of the projects.