



Leadership in Research & Innovation Management

SUCCESSFUL GRANT PROPOSALS:

- THE ROLE OF RESEARCH MANAGERS AND ADMINISTRATORS
- GRANT PROPOSAL WRITING FOR RESEARCHERS

The Southern African Research and Innovation Management Association (SARIMA) is proud to announce a workshop on Successful Grant Proposals, hosted by the University of Limpopo. The workshop will have two parallel legs. The first parallel is aimed at research managers and administrators involved in supporting the development and submission of proposals for external funding and the second parallel at researchers who are seeking external grant funding to support their research but who have not been successful in writing winning proposals.

Date: 24-26 April 2013

Venue: Bolivia Lodge, Polokwane

Workshop fee: R2750-00 for SARIMA members and R3500-00 for non-members for the 2 ½ days (Vat inclusive, travel and accommodation cost excluded)

REGISTER NOW

Last day for registration is 5 April 2013

Registration enquiries: Please contact Lorraine Smith at lorraine@sarima.co.za

Accommodation:

Bolivia Lodge (workshop venue): Please call (015) 296 0309 for bookings.

The following accommodation options are within approximately 10 minutes drive from the workshop venue:

Polokwane Royal Hotel	Tel: (015) 297 6634
Golden Pillow	Tel: (015) 295 2970
Fusion Boutique Hotel	Tel: (015) 291 4042

Programme:

DAY 1: WEDNESDAY, APRIL 24, 2013		
08:00 - 09:00	Registration	
09:00 - 09:05	Welcome and introductions	SARIMA
09:05 - 10:00	Changing research funding What do we know about - The funding of research and innovation? Recent changes in HE funding? Effects on research funding at system and institutional levels? Effects on institutional and individual behaviours?	Prof Johann Groenewald, SARIMA
10:00 - 10:45	Grant-makers' motivations and behaviours Who pays for research? What do funders expect or demand in return? Similarities and differences among subsidies, donations, grants (research council and private foundations), sponsorships and contracts. (Remember tuition fees)	Prof Johann Groenewald, SARIMA
10:45 - 11:15	Refreshment break	
11:15 - 12:15	Finding funding opportunities Introduction to and demonstration of the Research Professional Africa Platform	Shaun Stuart, Research Africa
12:15 - 12:45	Summary and discussion (morning sessions)	
12:45 - 13:45	Lunch	
PARALLEL SESSION A: THE ROLE OF RESEARCH MANAGERS AND ADMINISTRATORS (Facilitated by Prof Johann Groenewald, SARIMA)		
13:45 - 14:45	1 Institutional strategies to increase external funding Whose strategy? Who should drive it? Which elements (strategy, plans, operations, support functions) should be centralised/devolved? Policy framework requirements. Porter (2011): "Proposal development".	
14:45 - 15:30	2 Internal review and submission processes Basic elements: Call for proposals, application development, internal submission closing date, internal screening and review, feedback, finalisation, submission to funding body. Tracking, recording, analytics.	
15:30 - 15:45	Refreshment break	
15:45 - 16:45	3 The grant application process Grant-proposal writing as part of the research process. Proposal purpose and structure, generic building blocks, success factors and advice.	
16:45 - 17:00	Housekeeping	
17:00 - 19:00	Networking function	
PARALLEL SESSION B: GRANT PROPOSAL WRITING FOR RESEARCHERS (Facilitated by Dr Robin Drennan, University of the Witwatersrand)		
13:45 - 15:30	Basic principles of grantsmanship I	
15:30 - 15:45	Refreshment break	
15:45 - 16:45	Basic principles of grantsmanship II	
16:45 - 17:00	Housekeeping	
17:00 - 19:00	Networking function	

DAY 2: THURSDAY, APRIL 25, 2013**PARALLEL SESSION A: THE ROLE OF RESEARCH MANAGERS AND ADMINISTRATORS**

(Facilitated by Prof Johann Groenewald, SARIMA)

9:00 - 10:00	4	Successful and unsuccessful applications Common reasons for application failure: From ineligibility to missing the deadline. From ignorance to carelessness.	
10:00 - 10:45	5	Institutional example #1 Managers' and administrators' roles in grant sourcing, matching, acquisition; organising and coordination of retreats and workshops to enhance grant writing quality and success.	
10:45 - 11:15		Refreshment break	
11:15 - 12:00	7	Institutional example #2 Developing grant writing capacity and success across the institution. Measures and mechanisms to ensure participation and success.	
12:00 - 13:00	8	Discussion of institutional examples Which factors influenced institutional choices? Which criteria can be used to evaluate its strategies?	
13:00 - 14:00		Lunch	
14:00 - 15:15	9	Nurturing a research culture Basic requirements: People, infrastructure, resource mobilisation. What are the signs of strength or weakness? How can it be strengthened?	
15:15 - 15:30		Refreshment break	
15:30 - 16:45	10	The RO and research culture What is the role of a Research Office in creating and maintaining a research culture? What can (or should) research managers and administrators contribute?	
16:45 - 17:00		Housekeeping	

PARALLEL SESSION B: GRANTWRITING FOR RESEARCHERS

(Facilitated by Dr Robin Drennan, University of the Witwatersrand)

10:00 - 10:45	Planning your research	
10:45 - 11:15	Refreshment break	
11:15 - 13:00	Planning your research	
13:00 - 14:00	Lunch	
14:00 - 15:15	Writing persuasively	
15:15 - 15:30	Refreshment break	
15:30 - 16:45	Budgeting	
16:45 - 17:00	Housekeeping	

DAY 3: FRIDAY, APRIL 26, 2013**PARALLEL SESSION A: THE ROLE OF RESEARCH MANAGERS AND ADMINISTRATORS**

(Facilitated by Prof Johann Groenewald, SARIMA)

09:00 - 10:00	11	Nurturing donor relationships The cycle of cultivation, solicitation, stewardship. Creating voice and visibility. The specific role and elements of the grant application. Post-award actions to sustain relationships.	
10:00 - 10:45	12	National research funding agency structure and process Research funding targets. Basic requirements (objectives, budget, outcomes, impact) and review processes. Specific budget scale requirements, matched funding, signing off authority.	
10:45 - 11:15		Refreshment break	
11:15 - 12:00	13	Discussion: Proposal failure factor awareness Strategies to raise awareness of proposal failure factors. Literature provided.	
12:00 - 12:45	14	The successful RO programme officer Discussion.	
12:45 - 13:00		Closing	
13:00 - 14:00		Lunch & departure	

PARALLEL SESSION B: GRANT WRITING FOR RESEARCHERS

(Facilitated by Dr Robin Drennan, University of the Witwatersrand)

09:00 - 10:45		Other components of the proposal	
10:45 - 11:15		Refreshment break	
11:15 - 12:45		The final touches and the pipeline	
12:45 - 13:00		Closing	
13:00 - 14:00		Lunch & departure	

About the facilitators:**Prof Johann Groenewald**

Professor Johann Groenewald received all his academic qualifications, including a doctorate, from the University of Stellenbosch. He taught Sociology at the Universities of Cape Town (as lecturer), Stellenbosch (as associate professor) and Pretoria as full professor and Head of Department). He was a Visiting researcher at the London School of Economics and Social Science in 1976, and a Fellow of Yale-Weslyan Universities' Southern African Research Program in 1987. He published two monographs and 25 essays and journal articles; read papers at 25 national and international conferences and produced 8 unpublished technical research reports. He was an elected a member of the Council of the Association for Sociology in Southern Africa (ASSA) and also the last president of ASSA before it was merged into the new South African Sociological Association (SASA) in 1993, when he became the first president of the newly merged SASA. He was also appointed the first editor of SASA's new journal, *Society in Transition* in 1996.

After an academic career of 28 years he took the position of Senior Director: Research at Stellenbosch University in April 1994. In 2003 he moved to Institutional Planning and was appointed

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as Strategic Planner at the same university in 2007 until retirement the same year. He participated as auditor in the Higher Education Quality Committee's pilot audit of the University of Pretoria in 2003, and in the HEQC's audits of the Central University of Technology (2004) and Rhodes University (2005). He was a founding member in 2002 of the Southern African Research and Innovation Management Association (SARIMA), and was elected SARIMA's Vice-President: Capacity Building from its founding in 2002 to 2006.

Since 2009 he serves as the Flag Ship Projects Manager in the Faculty of Arts and Social Sciences at Stellenbosch University, coordinating the *Graduate School*, the *African Doctoral Academy* and *PANGeA* (Partnership for Africa's Next Generation of Academics). He is also a part-time consultant for SARIMA since 2011.

Dr Robin Drennan

My career began in 1983 with a teaching post at Sandringham High School. I taught Mathematics and Physical Science to children in the senior grades (10 to 12). I headed the cricket coaching academy and umpired first team games.

I changed the focus of my career towards the creation of scientific knowledge when I joined AECI R&D department as a Research Scientist in 1991. I initially worked on chemical synthesis in the solid state, but later moved into process development, where I was responsible for the safety aspects of the scale-up of energetic chemical and biochemical processes.

In 1998 I became Programme Manager of the Analytical Programme. This programme was later moved into the CSIR. It consisted of 40 analytical technicians and scientists operating a wide range of techniques, with a focus on quantitative chromatography.

Early in 2002 I was seconded to the NRF to help turn around the funding programme called THRIP. This fund, of about R140 million, is sponsored by the dti. While with THRIP, my team and I won a Gold Quill award for Annual Reporting.

In the NRF I also created the management structures for the Centres of Excellence and South African Research Chairs programmes. In 2005, I established the grants management administration that process all NRF grants and scholarships and consists of 50 plus people. Later I was asked to establish a Governance unit within the NRF. The units consisted of five functions (i) enterprise risk management, (ii) sustainability management, (iii) internal audit, (iv) business intelligence and (v) strategic planning and reporting. Our role was to support the NRF Board to govern an organisation with an annual turnover of close to two billion rand.

Since March 2011 I have worked for the University of the Witwatersrand as Director of research development. This role involves encouraging research at all levels from new, emerging and established researchers.