

# SARIMA

Over 20yrs of Leadership in  
Research & Innovation Management

28 February 2024

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Source: Regional Resource Hub - SADC (rcmr.org)



**SARIMA**

**Southern African Research and Innovation Management Association**

# SARIMA... overview...

**Membership organisation** for research & innovation management community in **SADC**

- **Established:** 2002
- **platform for R&I management community** in the public and private sector...**aims:**
  - **promoting and facilitating best practices** in research and innovation management
  - **strengthening the research and innovation system** to support regional socio-economic development

## Target Audience:

R&I management & technology transfer practitioners, researchers, project managers

## Key Stakeholders:

Individuals and organisations that facilitate, support & promote research & innovation:  
e.g. Universities, investors, incubators, accelerators, IP firms, govt depts/agencies, etc.

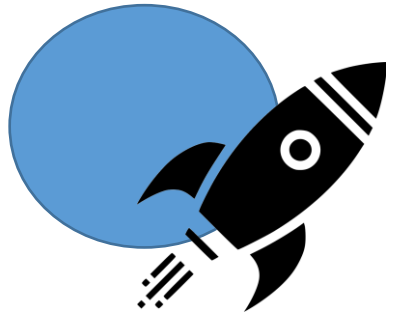


# 2020-2024 Strategic Focus...



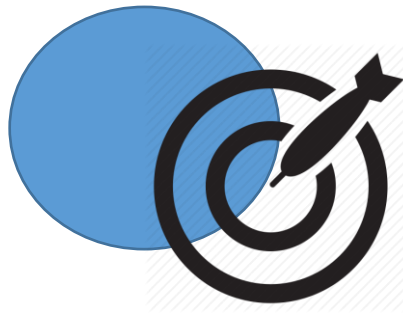
## Vision

To be the forum-of-choice for professionals in R&I management because of our distinct ability to influence, educate, advocate *and* innovate on behalf of the profession.



## Mission

To support the research & innovation endeavours in southern Africa.



## Strategic Objectives

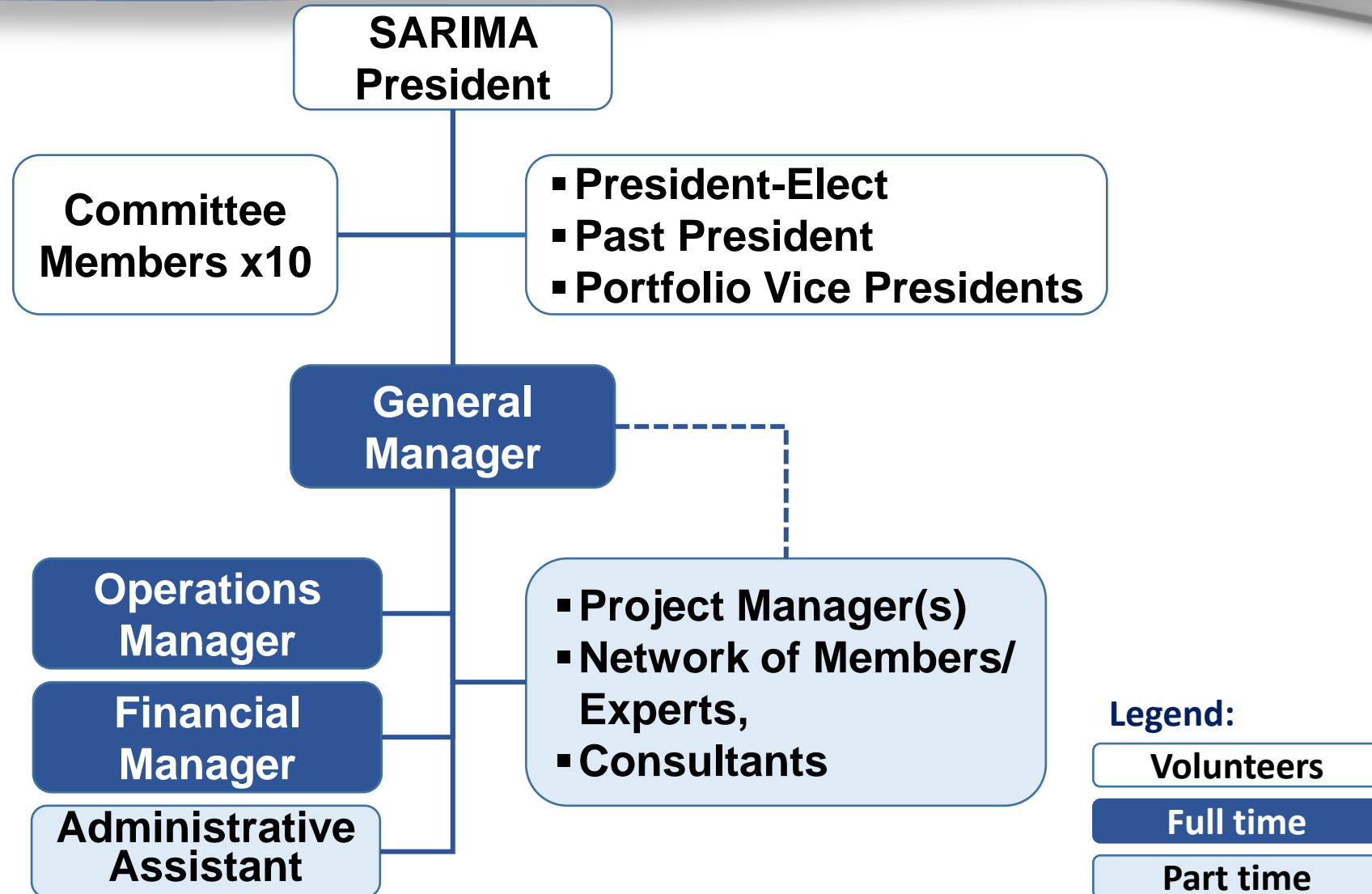
- ❖ Pioneering professional excellence
- ❖ Advocating with an authentic voice
- ❖ Ensuring engagement and connectivity
- ❖ Cultivating communities of practice
- ❖ Realising sustainability and resilience

# SARIMA Key Strategic Objectives...

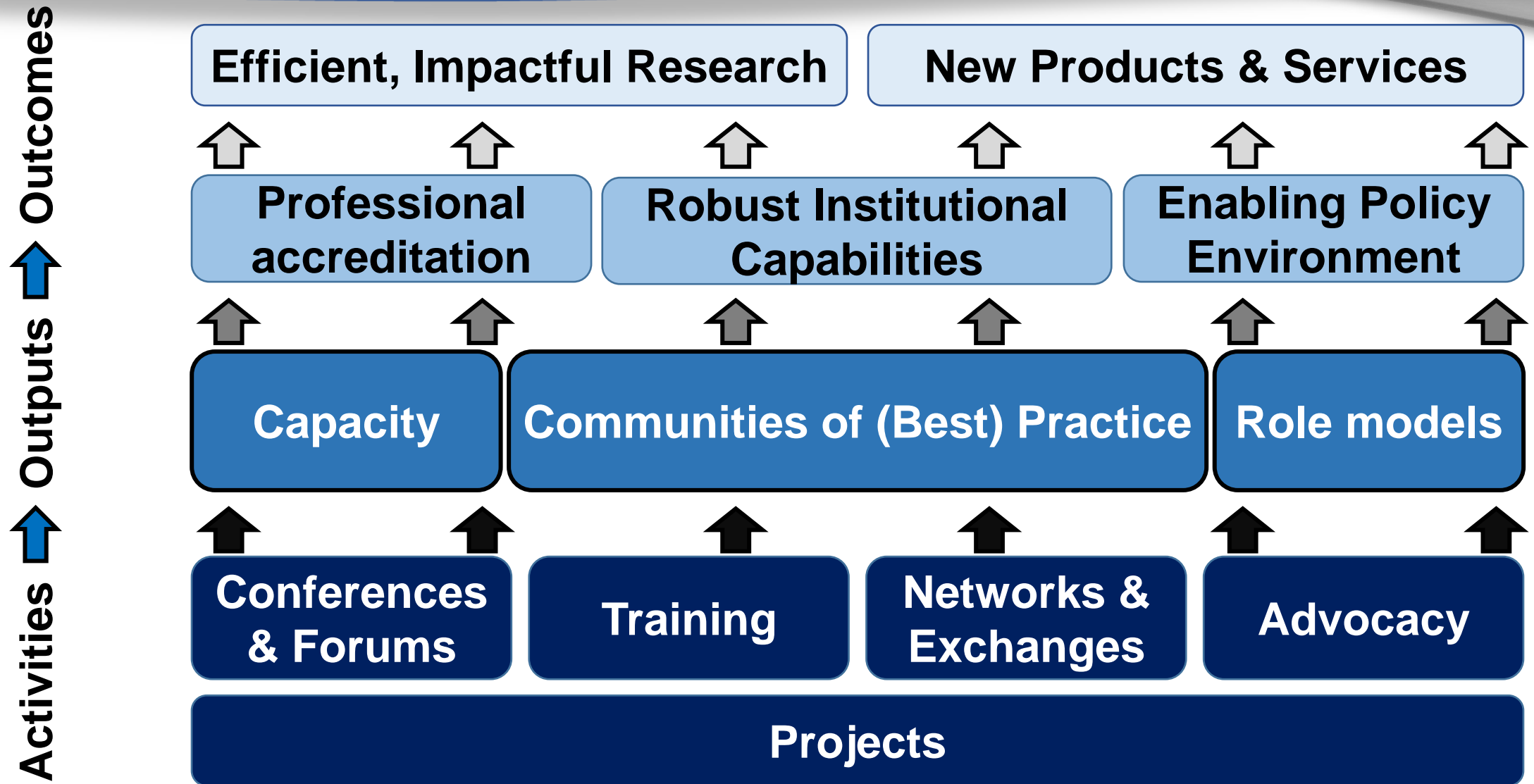
- ❑ to **develop the disciplines of research and innovation management**, including **professional development** and the promotion of **best practice**
- ❑ to **foster and co-ordinate activities related to research and innovation management** – local, national and international level
- ❑ to **create a climate conducive to research and innovation** at institutional and national levels
- ❑ to **seek out and establish mutually beneficial links** with other associations/ organisations with similar or related areas of activity or objectives, nationally and internationally



# SARIMA Operational Structure...



# SARIMA mandate & position...



# SARIMA Activities...

## 1. Training & Professionalisation

- Courses (on-site & on-line), Mentorships, Exchanges, Webinars
- Research Management – establishing international body
- Innovation & Tech Transfer – through ATTP

## 2. Conferences & Forums

- Annual conference
- Information guides & manuals: Research & Innovation
- Website – information resources, newsletters
- Skills registers & online forums
- Networking and sharing experiences

## 3. Networks and Exchanges

- WARIMA, EARIMA, NCURA, ACU, AARMA, ATTP, INORMS etc
- Local & international exchange programmes

## 4. Platforms for Advocacy & Awareness

- Importance of R&I management - institutional management, policy makers etc
- Policy and legislative issues affecting R&I management
- Communities of Practice





# SARIMA Courses Overview... I & TT...

## Innovation and Technology Transfer (I&TT)

<b>1. Basics of Technology Transfer – Setting up a TT function</b> <ul style="list-style-type: none"><li>▪ Drivers for establishing a TT function</li><li>▪ Important considerations in establishing a TT function</li><li>▪ Policies to support a TT function</li><li>▪ Key success factors for a TT function</li></ul>	<b>3. Research Impact</b> <ul style="list-style-type: none"><li>▪ Role of Research Institutions</li><li>▪ Value of Research</li><li>▪ Research Impact – academic &amp; societal</li><li>▪ Knowledge dissemination for Societal Impact</li></ul>
<b>2. Intellectual Property (IP) Basics</b> <ul style="list-style-type: none"><li>▪ Defining IP</li><li>▪ Types of IP and associated mechanisms of protection</li><li>▪ Which type of IP to use when</li><li>▪ Value of IP for innovation</li><li>▪ Importance of an institutional IP policy</li></ul>	<b>4. Commercialisation of Bioscience Innovations</b> <b>5. Marketing University IP</b> <b>6. Supporting Researchers: Research to Commercialisation</b> <b>7. Basics of IP and TT for Administrators</b> <b>8. IP Management</b> <b>9. Institutional Consultancy Services – what, how and why</b>

- Customised training courses can be developed





# SARIMA Courses Overview... RM and Clinical...

## **Research Management**

1. Basic Principles of Research Management
2. Bio-ethics in Human research
3. Grants Management

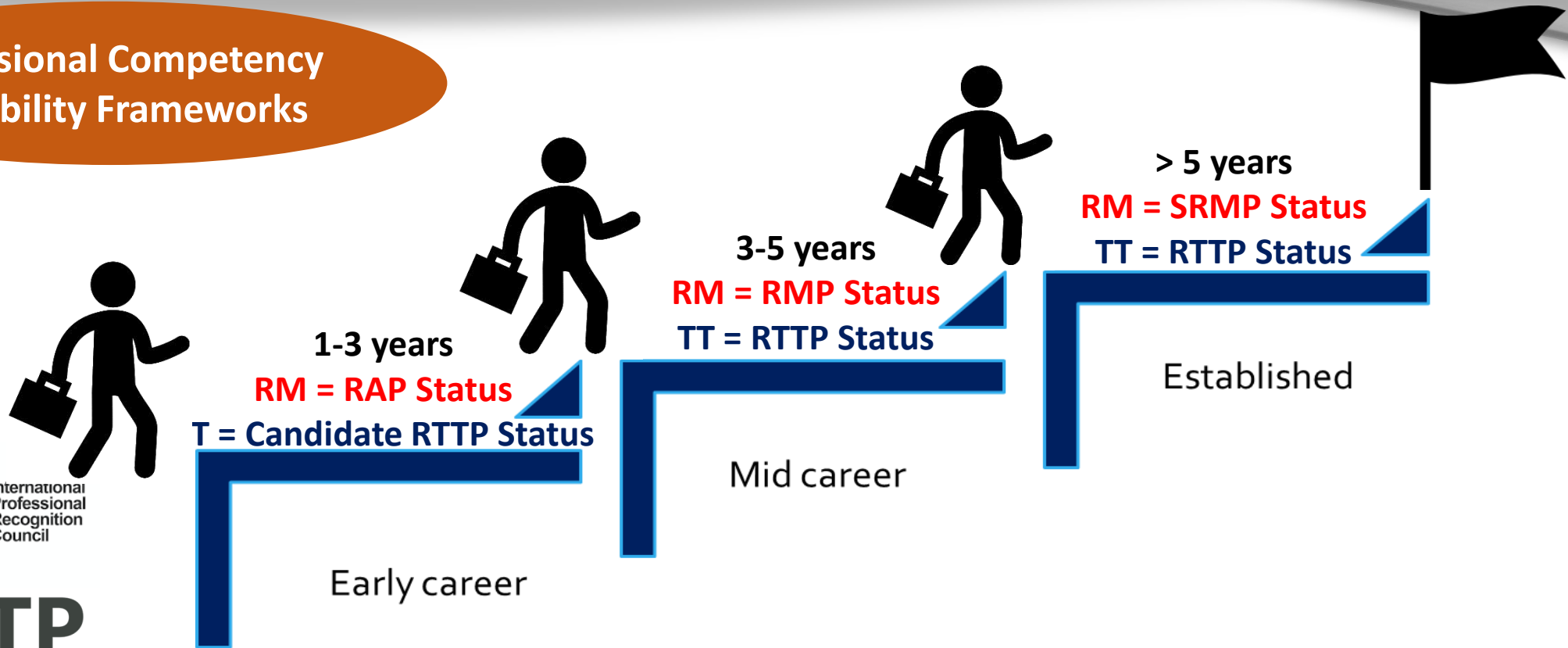
## **Clinical-related** (dependent on CRC confirmation)

1. Clinical trial coordination,
2. Data management,
3. Project risk management



# Training and professionalisation...

Professional Competency / Capability Frameworks



Online short courses  
(competency certificate in RM)

F2F and virtual training courses and webinars (CE points)

Conferences / CoPs / Mentorships / Exchanges



# SARIMA Membership Benefits...

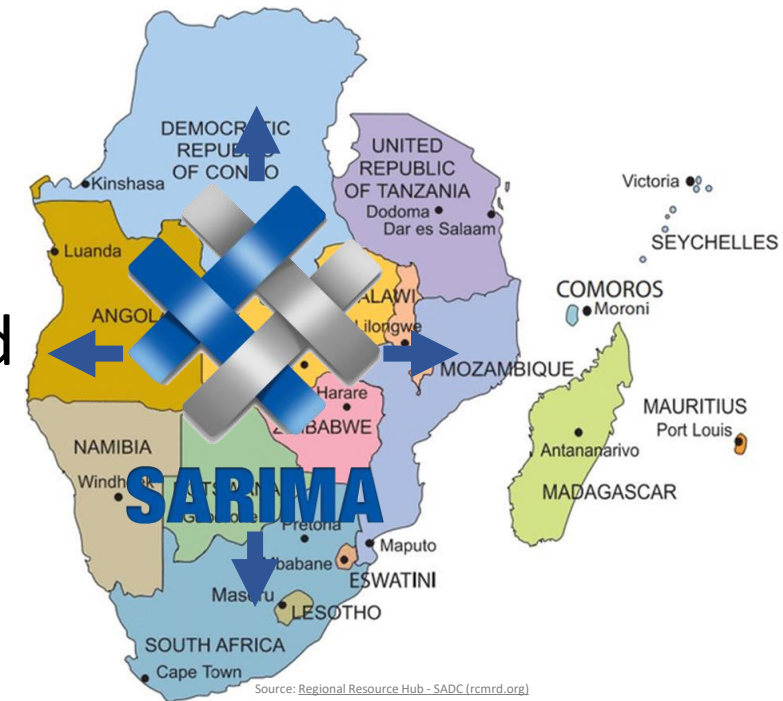
- **Discount on all events:** e.g., annual conference and training courses
- **Access to specialised courses:** to meet institutional needs
- **Access to training material:** may be customisable to your context
- **Access to SARIMA networks of:**
  - Regional and International **partners**
  - Regional and International **facilitators** and **trainers**
- **Opportunity for professionalisation:** R & I Management Career
- **Access to international opportunities:** mobility, mentorship, funds
- **Access to information:** e.g., to measure institutional performances
- **Access to community of (best) practices:** R & I Management



# SARIMA Africa Engagement (AE) Portfolio...

## AE Portfolio... purpose:

- **contribute to the achieving SARIMA's aims and strategic objectives**
- **support R&IM initiatives that increase SARIMA's profile, visibility and influence in the SADC region and beyond**
- **support SARIMA's efforts to strengthen R&IM, enhance its contribution to, and impact on socio-economic development in the SADC region and beyond**



Source: Regional Resource Hub - SADC (rcmr.org)



# Strengthening Research and Innovation Management II (SRIM II) in SADC



**AIM:** to support, facilitate and promote the management of science, technology and innovation at institutional, national, and regional levels for socio-economic value and wealth creation

**PARTNERS:** Department of Science and Innovation-South Africa(DSI-SA), SARIMA, the SADC Secretariat and SADC Member States(through nominated country focal points)

**BENEFITS AVAILABLE FOR Research and Innovation Management professionals in Lesotho:**

- Virtual trainings
- Support for professional recognition through international bodies: IPRC+ ATTP through application fees grants
- Access to knowledge outputs: RIM guidelines and tools

To learn more about view [SRIM II project information](#) and CONTACT the **Lesotho SRIM II country focal points:**

Ms	Mats'epo Nkhi	Mosoka	Department of Science and Technology - Lesotho	Senior Research Officer	<a href="mailto:matsepon@yahoo.co.uk">matsepon@yahoo.co.uk</a>
Mr	Mojalefa	Sello		Research Officer	<a href="mailto:mojalefa.sello@gov.ls">mojalefa.sello@gov.ls</a>

SARIMA Project Manager(South Africa), Ms Zimasa Sobuza: [zimasa@sarima.co.za](mailto:zimasa@sarima.co.za)



# Building Capacity through Research and Innovation Management (RIM) for a Sustainable Future

Dr Yolanda Davids

28 February 2024



**SARIMA**

# Overview

- The Importance of Research and Innovation Management
- Building Capacity in Research and Innovation
- Support Structures for Research and Innovation
  - Policy Framework and Governance
  - Pre and Post Award Processes
  - Mentorship and Supervision
- Case Studies
- Action items
- Steps Forward



# The Importance of Research and Innovation Management

## Foundation for Progress

- Research and innovation are the bedrock of societal advancement. They fuel the development of new technologies, processes, and ideas, driving economic growth and enhancing quality of life.

## Empowering Knowledge-Based Society

- A knowledge-based society leverages information and technology to address challenges, enhance education, and foster informed decision-making at all levels.

## Sustainability and Resilience

- Through innovative solutions, we can tackle environmental challenges, promote sustainable development, and build resilience against future crises



# Building Capacity in Research and Innovation



# Support Structures for Research and Innovation

## 1. Policy Framework and Governance

- Implementing clear policies and governance structures at both government and institutional levels ensures accountability, transparency, and efficiency in research management.

## 2. Pre and Post Award Processes

- Streamlining administrative processes from grant application to project completion removes barriers, allowing researchers to focus on their work and achieve better outcomes.

## 3. Mentorship and Supervision

- Providing guidance and support to emerging researchers, especially postgraduate students, is crucial for nurturing the next generation of innovators and thought leaders.



# 1. Policy Framework and Governance

## Government level

### Research Funding and Grants Policy

- Details the process for allocation of funds to various research projects.
- Includes criteria for funding, application procedures, and financial reporting requirements.
- Establishes monitoring and evaluation mechanisms to ensure funds are used effectively.

### Ethics and Compliance Regulation:

- Sets out ethical standards for research involving humans, animals, and the environment.
- Requires researchers to obtain necessary approvals from ethics committees before commencing research.
- Outlines consequences for non-compliance, ensuring accountability.

### Intellectual Property Rights Framework:

- Governs the ownership, protection, and commercialization of research outputs.
- Encourages innovation while ensuring that researchers and institutions are recognized and rewarded for their contributions.

### Data Management and Sharing Policy:

- Requires researchers to store data securely and maintain accurate records.
- Promotes transparency by mandating data sharing in a manner that is consistent with privacy and confidentiality standards.

### Research Integrity and Misconduct Policy:

- Defines what constitutes research misconduct (e.g., fabrication, falsification, plagiarism).
- Establishes procedures for investigating allegations of misconduct and imposing sanctions.

# Policy Framework and Governance...continue

## Institutional level - (RMO)

Research Strategy and Objectives:	Research Committee and Oversight Bodies:	Research Management and Support Services:	International Collaboration and Partnerships Policy:	Publication and Dissemination Guidelines:	Training and Development for Researchers:
<ul style="list-style-type: none"><li>•Outlines the institution's research priorities and goals.</li><li>•Aligns research activities with broader institutional objectives and societal needs.</li></ul>	<ul style="list-style-type: none"><li>•Establishes committees or boards responsible for overseeing research activities within the institution.</li><li>•Includes roles such as a Research Ethics Board, a Governance Committee, and a Research Advisory Committee.</li></ul>	<ul style="list-style-type: none"><li>•Provides a framework for managing research projects, including timelines, budgeting, and resource allocation.</li><li>•Offers support services for researchers, such as grant writing assistance, project management tools, and professional development opportunities.</li></ul>	<ul style="list-style-type: none"><li>•Facilitates collaborations with other institutions, industry partners, and community organizations.</li><li>•Sets out principles for equitable partnerships, intellectual property arrangements, and conflict resolution.</li></ul>	<ul style="list-style-type: none"><li>•Encourages researchers to publish findings in a timely and responsible manner.</li><li>•Provides guidelines on authorship, peer review, and open access publishing.</li></ul>	<ul style="list-style-type: none"><li>•Offers training programmes on research methods, ethics, compliance, and governance.</li><li>•Supports continuous professional development and capacity building for researchers at all career stages.</li></ul>

## 2. Pre and Post Award Processes

Streamlining administrative processes in research management from grant application to project completion involves simplifying procedures, reducing bureaucratic hurdles, and enhancing efficiency to facilitate researchers' work. This approach minimizes time spent on administrative tasks, allowing researchers to concentrate more on their scientific inquiries and innovations.

# Streamlining administrative processes in research management from grant application to project completion



## Simplified Grant Application Process

- Unified Application Portal:
- Standardized Application Templates:
- Clear Guidelines and Checklists:
- Pre-Submission Support:



## Efficient Project Management and Oversight

- Integrated Project Management System:
- Budgeting and Financial Management
- Automated Reporting Tools:
- Dedicated Administrative Support:
- Regular Feedback Loops:



## Outcome:

- Increased Efficiency:
- Enhanced Research Quality:
- Higher Satisfaction
- Improved Funding Success Rates:
- # Publications
- Training and Development of PG students





# 3. Mentorship and Supervision

Providing guidance and support to emerging researchers, especially postgraduate students, is crucial for nurturing the next generation of innovators and thought leaders.

- Pairing PG students/emerging researchers with experienced researchers can provide them with valuable one-on-one guidance. Mentors can offer insights into the research process, provide career advice, and help students navigate challenges

Mentoring Programmes



- Organizing workshops on research methodology, academic writing, data analysis, and presentation skills can equip students with the necessary tools to conduct their research effectively

Research Skills Workshops



- Offering sessions on identifying funding opportunities, writing grant proposals, and managing research budgets can help students secure the financial resources they need for their projects.

Funding and Grant Writing Support:



- Guidance on the publication process, including choosing the right journals, understanding the peer-review system, and responding to reviewers' comments, can enhance students' chances of getting their work published.

Publication Assistance



- Ensuring that students have access to necessary resources such as laboratories, libraries, and databases can significantly enhance the quality of their research.

Access to Research Infrastructure:



- Clear communication about institutional policies, ethics, and procedures related to research can help students understand the environment in which they are working.

Transparency in Research Governance:



# Case Studies

## Case Study 1: XYZ University's Research and Innovation Hub

### Background:

XYZ University recognized the need to strengthen its research and innovation capabilities to remain competitive and contribute to societal progress. The university aimed to build capacity by enhancing its research infrastructure, developing human capital, and creating an ecosystem that supports innovation.

### Challenge:

The university faced several challenges:

- Limited access to modern research facilities and equipment.
- Insufficient funding and support for emerging researchers.
- A lack of collaboration with industry and government bodies.
- Inadequate structures for commercializing research.

Q: Develop a comprehensive strategy identifying key areas that the university should focus on in order to strengthen its research and innovation capabilities:

## Case Study: The Innovation and Research Initiative of Country A

### Background:

- Country A recognized the critical role of research and innovation in driving economic growth and addressing social challenges. The government aimed to enhance its innovation and management capacity to foster a dynamic and competitive economy.

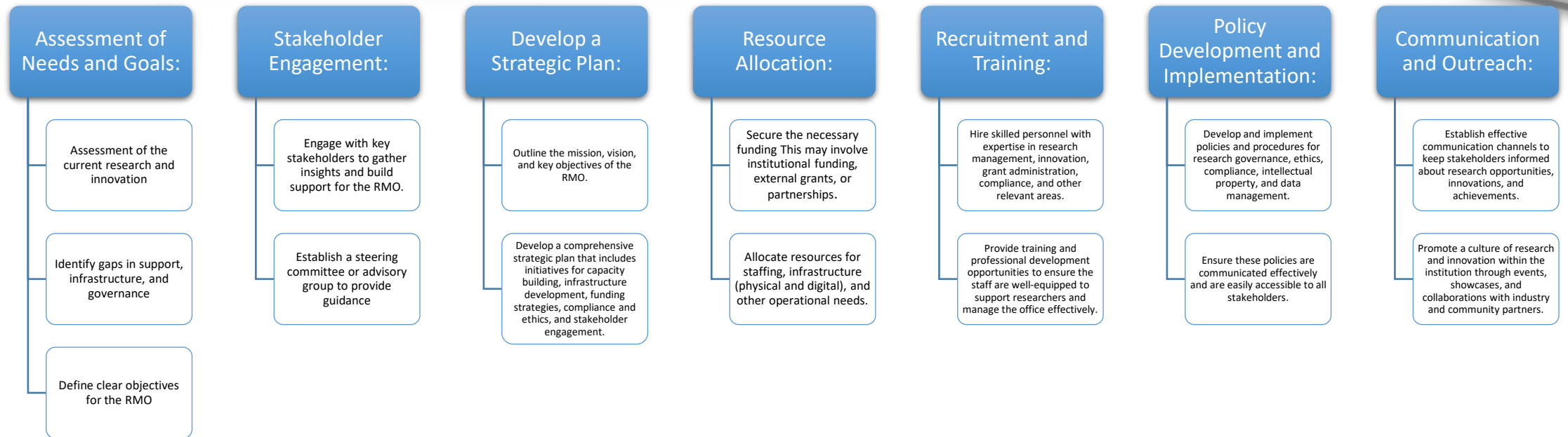
### Challenge:

- The government faced several obstacles in achieving its goals:
- Historically low levels of investment in research and development (R&D).
- A fragmented innovation ecosystem with poor collaboration between academia, industry, and government.
- A regulatory environment that stifled entrepreneurship and innovation.
- Limited mechanisms for translating research into commercial products.

Question: Devise a strategy to address these challenges



# Steps forward



Research and Innovations Management Support  
Professional Competency Framework  
Research and Management Handbooks and Initiatives from the SRIM II.

# Action items

1. **Conducting a Needs Assessment (SRIM II Report)**
  1. Survey the research community within the institution to identify their needs, challenges, and expectations from a RMO.
  2. Analyze existing research and innovation capabilities and infrastructure.
2. **Developing a Strategic Framework**
  1. Formulate a strategic plan outlining the mission, objectives, and key performance indicators (KPIs) for the RMO.
  2. Define the scope of services and support the RMO will provide
3. **Securing Funding and Resources**
  1. Identify potential funding sources, including institutional funds, government grants, and partnerships with industry.
  2. Prepare and submit proposals to secure initial funding for the RMO setup.
4. **Establishing Policies and Procedures**
  1. Develop and implement governance frameworks, including ethical guidelines, compliance standards, and operational procedures.
  2. Ensure policies are accessible and communicated to all stakeholders.
5. **Building Capacity and Infrastructure**
  1. Recruit skilled personnel for key roles within the RMO, including research managers, administrators, and support staff.
  2. Invest in essential infrastructure, such as office space, IT systems, and communication tools.

# Questions/Comments

# RIM Database and National Committee

# Research Management (RM) and Technology Transfer (TT)...

## Research Management (RM)/Support function...

... **support services** to researchers, primarily **pre and post research grant award** services in

- **identifying and securing research funding**
- **managing the research grants process** (pre & post award)
- **managing contractual relationships** with research funders, incl. financial and reporting obligations

## Technology Transfer (TT) function...

... **support, facilitate and promote** the **identification, protection and commercialisation** of the institution's **intellectual property (IP)/assets** which have the potential to **create social and/or economic value**.

### RM & TT functions...

- **Synergistic and complimentary** : poor RM results in poor TT opportunities
- **Difference skills set required** for each function





# Professional Competency Framework (PCF)



- 1 ORGANISATION AND DELIVERY OF A RESEARCH MANAGEMENT SERVICE
- 2 RESEARCH PLANNING, STRATEGY AND POLICY DEVELOPMENT
- 3 RESEARCHER DEVELOPMENT
- 4 PARTNERSHIPS AND COLLABORATION
- 5 RESEARCH FUNDING
- 6 RESEARCH ETHICS AND INTEGRITY
- 7 MANAGING FUNDED RESEARCH
- 8 RESEARCH DATA AND RESEARCH INFORMATION MANAGEMENT
- 9 RESEARCH UPTAKE, UTILISATION AND IMPACT

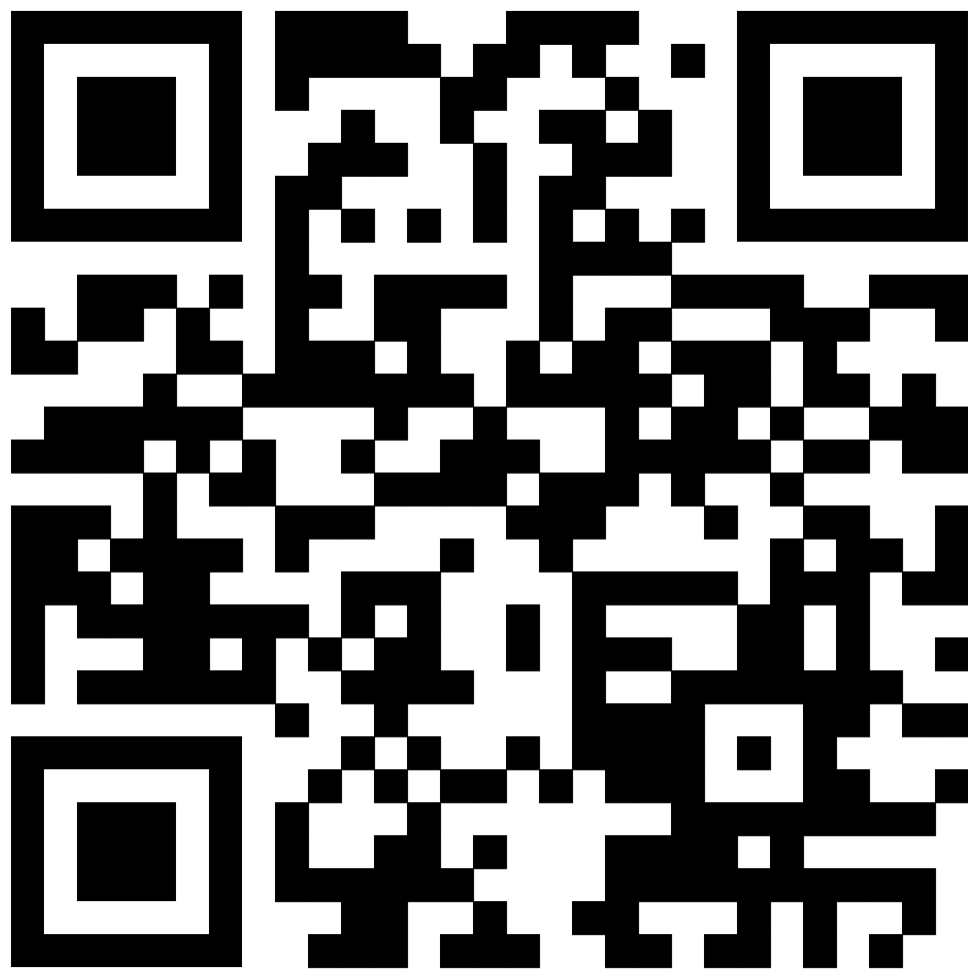
<https://iprcouncil.com/training-and-resources/>

# RIM Database and National Committee

## Discussion question

1. Do you understand what is meant by Research and Innovation Management?
2. Are you responsible for any of the Research and Innovation Management function?
3. Do you think your institution needs a Research and Innovation Management office to support Research activities?
4. Are you interested in becoming a recognised professional Research and Innovation Management?
5. Do you think it would be important to establish a National Research and Innovation management steering committee and why?
6. Who do you think could best represent you as an institution and individual- feel free to suggest or nominate individuals outside your institution





# Thank you...



## 2024 SARIMA CONFERENCE

3-5 SEPTEMBER 2024

RADISSON BLU HOTEL, MAPUTO,  
MOZAMBIQUE



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**SARIMA Membership**

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