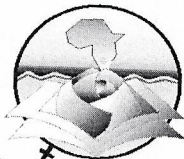


# WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in higher education...

549 Arcturus Road, Manresa  
Park, Greendale, Harare,  
Zimbabwe

## RESEARCH INNOVATION AND POSTGRADUATE CENTRE

### 1. TITLE OF THE POLICY: WUA GRANT MANAGEMENT POLICY.

### 2. INTERPRETATION (DEFINITION OF TERMS)

#### 2.1 DEFINITION OF TERMS

**Administrative Costs:** These are expenses that are incurred for common or joint objectives in the university and cannot be easily and/specifically identified with a particular project.

**Affiliated Persons:** These are persons working within organizations that have official working relations with Women's University in Africa or those with honorary university appointments.

**Contractor:** A contractor is a funding agency that does not issue a grant solicitation but contracts a university unit to perform specific tasks as outlined in a given term of reference.

**Department:** A unit of the university devoted to a specific discipline.

**Donation:** Something of value, such as goods or money, given freely to the institution for charitable purposes to benefit a cause

**External Funding:** Finances that the university receives from outside the university.

**Financial interest:** Anything of monetary value, whether or not the value is readily ascertainable.

**Grant:** A grant is a non-repayable fund disbursed by one party, often a government department, corporation, foundation, or trust, to a recipient, often (but not always) a non-profit entity, educational institution, business, or individual.

**Grants committee:** A committee of the university unit whose mandate is to provide oversight of the unit's grants office.

**Invention:** A process, machine, method, discovery, device, plant, compound, composition of matter, apparatus, or other creation that is created or conceived by the creator, whether or not patented at any time as now existing or hereafter amended or supplemented.

**Intellectual Property:** Any invention, discovery, improvement, copyrightable work, trademark, trade secret, licensable know-how, tangible research, integrated circuit mask, and related rights. This includes, but is not limited to, the physical embodiments of intellectual effort and that which is protectable by statute or legislation.

**Key Personnel:** Principal Investigator/Project Director and any other person identified as senior/key personnel by the university/college in the grant application.

**Post-award:** Activity after official funding of a submitted proposal.

**Pre-award:** Activity prior to official funding of a submitted proposal.

**Principal Investigator:** This is the lead person in the implementation of the project; he/she is the link between the university and the donor and takes responsibility for the success of the project.

**Project Overheads:** These are also known as institutional costs or indirect costs or facilities.

**Research refers** to a systematic investigation that includes research development, testing, and evaluation, designed to develop or contribute to generalized knowledge.

**Solicitation:** A document that provides the requirements and instructions for the submission of applications for funds to sponsors by eligible applicants.

**The University refers** to a women's university in Africa.

**Trademark:** Any word, name, or graphic symbol used to identify and distinguish the distributor of goods or services

## 2.1 ABBREVIATIONS AND ACRONYMS

**VC:** Vice Chancellor

**PC:** Project coordinator

**PI:** Principal Investigator

**PIC:** Project Implementation Committee

**GAMC:** Grants Administration and Management Committee.

**US:** University Secretary

**CMP:** Conflict Management Plan

**RFP:** Request for Proposal

**EC:** Evaluation Committee

**ICT:** Information Communication Technology

**MOU:** Memorandum of Understanding

**PC:** Project coordinator

**PI:** Principal Investigator

**WUREC:** Women's University in Research Ethics Committee

**RFA:** Request for Application

**M&E:** Monitoring and Evaluation

**WUA:** Women's University in Africa

### **3. PURPOSE**

As the number of grants awarded to various entities in the university increases, the challenges of compliance and effective implementation of these grants are anticipated to arise. The development of this policy is therefore intended to streamline the administration and management of grants, research, publication, innovations, intellectual property rights, and contracts within the various units of the university and provide a transparent, compliant, and enabling environment for research administration and management.

### **4. SCOPE**

This policy applies to all grants, research projects, consultancies, training infrastructure, and service delivery applied for by faculties and affiliated staff from all entities of WUA. This policy covers all aspects of the research, grants, and sponsored programs, including identification of funding opportunities, proposal development and submission, award negotiation and acceptances, financial account set-up, award management, and close-out.

### **5. PRINCIPLES GUIDED BY THE POLICY**

The WUA Grant Management Policy is a living document reflective of the Women's University in Africa's goal to support and promote a culture of any patentable invention, any copyrightable subject matter, or trade secret as items of intellectual property. Invention or creation is within the research signature for WUA across the university and enshrined in gender inclusivity and responsiveness. In line with the WUA Transformational Strategy and values as well as the procedure set out in the Women's University in Africa Charter SI 30 of 2004. Transformational strategy influenced by Education 5.0 and the National Development Strategy 1. This policy is informed by the faculties of Agricultural, Environmental, and Health Sciences, Management and Entrepreneurial Sciences, Social and Gender Transformative Sciences, Research, Innovation, Postgraduate Centre, Gender and Diversity Centre, and Students Affairs Departmental strategies, government policies, non-governmental organizations', and collaborative partners' visionary directions.

#### **5.1 DEVELOPMENT OF THE GRANT MANAGEMENT POLICY**

To move the development of the grant management policy, RIPGC and the research board engaged all three deans of the faculties and key stakeholders—the PhD and Masters students, university management, including some of the university collaborative partners, and industry representatives—in developing a people-led grant management policy. The actions involved holding consultative meetings with stakeholder

groups at various levels to introduce the grant management policy culture and creative works, which include.

From the above focused creation and/or innovation areas, the following ten broad thematic areas emerged (**connect, initiate, cooperate, impress, goodness, veracity, expertise, dependability, responsibility, and proficiency**). The ten creation and innovation themes cross-cut across all operational areas in the university. These originations and/or creations areas are founded on the present transformational strategy. The process was intended at providing the shareholders with the bottom-up and up-down all-encompassing policy development process. This was intended to augment the orientation of each stakeholder's value clarification on WUA, research signature. Lastly, bench marking was carried out with two (2) local, one (1) regional, and three international universities. The Women's University in Africa's Grant Management policy will serve as a roadmap to champion the grant application and management benchmarked by some universities in Africa and globally.

Women's University in Africa has been a research-intensive university for critical gender issues since its inception and thrives to remain thus for the years to come, contributing to the personal, social, cultural, and political well-being of local, national, and international contexts. Its vision and mission are as follows:

WUA is also a noteworthy and unique player in education 5.0 as an institute of higher education and expected to be innovative and industrious a genderized heritage-based philosophy of education 5.0 to align it with a mandate, teasing out the university's unique way of driving the country towards achieving its vision 2030 in a genderized style. The university decided to produce a genderized education 5.0 model that unveils the vision of the university's role in championing towards reaching vision 2030 to the effect that Zimbabwe's modernization and industrialization, with good reasons, reflect gender inclusivity in its development. To achieve this, WUA rebranded Education 5.0 through packaging the gender inclusivity aspect in university education, innovation, research, innovation, industrialization, and community service. This process has actually made it explicit that the university has since its inception been on track or subtle, declaring the 'Living no one behind' unveiled in its mantra.

Against this background, Women's University in Africa's (WUA's) innovation and creation can attest to each of the components of education 5.0 and how the university fulfills these (teaching, research, community service, innovation, and industrialization) within its signature mark of gender inclusivity and diversity in university education. The main thrust of the university is to promote gender equality and inclusivity across all the university departments; hence, it is dubbed the signature mark of the university. To ensure that gender diversity and inclusivity are visible and overarching throughout the issues to do within the invention and creation of items within the university's mandate. In addition to ensuring that this is enshrined in the university's endeavors to fulfill the country's education 5.0 mandate within the mantra of leaving no one behind. Hence, the structure of the university programs, strategies, and policies is structured

in such a way that women are encouraged to participate in the generation of women-led technical solutions through research and innovation. To ensure that the gender inclusivity aspect is not neglected in the structures and policies of the university, a fully functional gender and diversity center manned by a director is in place to harness the brand.

The Women's University in Africa, hereinafter referred to as "the university," was established in 2002 and granted a charter by the Government of Zimbabwe in 2004, and its mission is to provide quality tuition, research, and service to the community to empower students for leadership and social development.

**Whereas** the university seeks to create a conducive environment for its staff and students to be able to generate additional income through the provision of professional consultancy services to the wider community, including government, industry, and civic society, and through patenting inventions and securing copyrights;

**Whereas** the provision of professional consultancy services helps to address development issues and challenges;

**Whereas** the university encourages staff to engage in other income-generating activities and to derive benefits from such activities;

**Whereas** the university, consistent with international good practice, is committed to upholding and protecting the intellectual property rights of its staff and students;

**and in order to:**

- Promote innovation and academic excellence; and
- Promote equal opportunity and gender equality.

## **6. POLICY PROVISIONS**

### **6.1 THE UNIVERSITY RESEARCH MANAGEMENT STRUCTURE**

Subject to provisions of the Act, grants and donations to the university shall be received by the accounting officer and shall be managed by the provisions of this policy under the GAMC.

#### **6.1.2 DIRECTORATE RESEARCH AND POSTGRADUATE CENTRE (RIPGC)**

Structurally, all grants at Women's University in Africa are institutionalized under the Director of Research and Postgraduate Center (RIPGC). Implementation of programs and projects is carried out at faculty and department levels. RIPGC provides oversight, training, and guidance to the teams in the planning and management of projects in collaboration with the Grants Administration and Management Committee (GAMC), headed by the Grant Officer in collaboration with the Principal Investigators. See the GAMC Terms of Reference (TORs).

**RIPGC will undertake the following functions:**

- i). Coordinate with faculties on research implementation to ensure compliance with the policy and guidelines.

ii). Manage research grants and funds through grant administration and management.

Committee (GAMC)

iii). Maintain a registry of partnerships and collaborations and their focal persons and contact details.

iv). Spearhead resource mobilization for research, innovations, discoveries, and publications.

v). Lead networking with sister institutions in other universities for quality improvement and partnerships.

vi). Ensure ethical adherence through the Women's University in Africa Research Ethics Committee (WUAREC) and observance of other legal requirements.

vii). Manage graduate training and research, ensuring compliance to the university guidelines and policy, conformity to research ethics, research completion and examination, achieving and publications

viii). Manage research-related misconducts and prevention of the same, like plagiarism.

### **6.1.3 FACULTY/DEPARTMENT**

The Director, RIPGC, will be responsible for building research capacity at the faculty as well as working with all faculty members, students, postdoctoral, and research fellows to ensure increased generation of research projects, with particular emphasis on locally generated research, which could lead to innovations.

i) Faculty-based researchers shall be responsible for generating research proposals.

1. ii) Requests for Applications (RFAs) will be circulated by Director RIPGC to all faculties and institutes.

iii) The university shall, as much as possible, support the researchers to generate quality proposals by offering them opportunities to develop the proposals offsite.

1. IV) Researchers who have developed their projects will have the responsibility of being principals or co-investigators as appropriate.

### **6.1.4 GRANTS ADMINISTRATION AND MANAGEMENT COMMITTEE (GAMC)**

There shall be a Grants Administration and Management Unit within the DGTR with the following functions:

1. i) Undertake regular mapping and up-to-date data base of grants and funding opportunities and ensure that these opportunities are communicated to faculty staff in a timely manner;

2. ii) Ensures that Women's University in Africa is registered with the various funding agencies.

iii) Support faculty and other staff of the university in preparation of the following:

1. Eligibility checks for grant opportunities

2. Proofing adherence to application guidelines

3. Appropriate formatting of the proposal

4. Compliances with the university regulations

5. Clearance from university departments and officials

6. Securing the necessary support documents, such as audit reports, letters of support, MOUs, registration certificates, and other relevant documents
  7. Advising on budget requirements and supporting the budget processes, including ensuring applicable administrative fees as well as staff and auditing costs are provided for
  8. iv) Support award winners with all the necessary negotiations and coordination with relevant authorities for the signing process.
  9. v) Liaise with relevant university authority for account set-up whenever necessary.
  10. vi) Follow-up with the principal investigator to ensure timely compliance with terms and conditions for the grants and the university policies.
- vii) Ensure that the concluded projects are appropriately phased out in accordance with the university policies and guidelines or the funders guidelines.
- viii) Ensure all grants comply with laws and policies of the university.
- ix) Ensures compliance of funding guidelines Prepare a quarterly report in accordance with the provisions of these policies.

#### **6.1.5 COMPOSITION OF GRANTS ADMINISTRATION AND MANAGEMENT COMMITTEE.**

1. i) The Grants Administrator, who shall be appointed by the University VC
  2. ii) Such other staff that may be determined from time to time as deemed necessary for effective operation of the unit.
- iii) The Grants Administrator shall report to the Pro Vice Chancellor (Academic Affairs).

#### **6.1.6 RESPONSIBILITIES OF WOMEN'S UNIVERSITY IN AFRICA RESEARCH ETHICS COMMITTEE (WUAREC)**

1. Maintain ethical standards of practice in research.
2. Protect research participants and researchers from harm and exploitation.
3. Preserve the participant's rights and welfare
4. Provide assurance to society of the protection of rights and welfare of research participants.
5. Ensure adherence to ethical conduct of research protocols approved by the WUAREC.

#### **6.1.7 PRINCIPAL INVESTIGATOR (PI)**

The PI is responsible for;

1. a) The overall management, coordination, and supervision of the project
2. b) Ensuring successful initiation, negotiation, execution/implementation, and closeout of the project;
3. c) Review the contract of award and agreements wholly in accordance with this policy and limitations under this policy.
4. d) Initiate project activities, payment schedules, and work plans;

5. e) Ensuring that new and existing staff are aware of the grants' conditions;
6. f) Compliance with Women's University in Africa and funder requirements
7. g) Supervising and management of the project implementation team;
8. h) Ensuring timely and accurate reporting;
9. i) Initiate budget modifications, e.g., redirect, carryover, and project extensions;
10. j) Prepare and submit relevant reports in accordance with the provisions of this policy.

## **6.2.0 STRATEGIC POLICY OBJECTIVES AND STRATEGIES**

Women's University in Africa is committed to providing a conducive environment for research, innovations, and publication to all the staff and collaborating partners with the highest standard of transparency, integrity, and efficiency in research grant administration and management.

### **6.2.1 STRATEGIC OBJECTIVES**

The overarching objective of this policy is to produce increasing outputs of research with societal impact.

1. Strengthen management and coordination of research and innovation.
2. Build a conducive and inclusive environment for research and innovation.
3. Build partnerships and collaborations to drive research and innovation.
4. Increase funding opportunities for research and innovations.
5. Inculcate a culture of research and publications.
6. Enhance research integrity
7. Promote translation and commercializing research outputs for social transformation and impact.

The policy acknowledges the need for proper management and coordination of research activities conducted by various academic and research departments in the university for the benefit of the entire university in a fair and transparent manner.

### **THIS WILL BE ACHIEVED THROUGH THE FOLLOWING STRATEGIES:**

#### **6.2.1.1 STRENGTHEN THE RESEARCH MANAGEMENT AND COORDINATION FUNCTION AT INSTITUTIONAL AND UNIT LEVELS.**

- (i) The university shall develop a governance structure for research and coordination.
  1. a) There shall be a Research, Innovation, and Publications committee at unit level.
  2. b) Administrative responsibilities regarding research management at unit level shall be specified by the research council.
- (ii) Provide tools for internal procedures for approval, control, monitoring, and coordination of research and innovations.

**6.2.1.2 THERE SHALL BE A WOMEN'S UNIVERSITY IN AFRICA BOARD OF RESEARCH AND PUBLICATIONS TO GUIDE THE RESEARCH AND INNOVATION FUNCTION OF THE UNIVERSITY.**

The Director of Research Innovation and Postgraduate Centre (RIPGC) shall provide the secretariat.

(i) The functions of the Research Board and Publications shall be to:

- (a) Initiate, develop, implement, and review periodically the policy on research and innovations.
- (b) Develop policy on sourcing and administration of research funds.
- (c) Submit to the Senate reports on its activities annually.

(ii) There shall be technical subcommittees to assist the University Research Board and Publications in implementing its mandate. These shall include:

- (a) The grant administration and management units
- (b) Ethics Committee,
- (c) Intellectual Property Management Committee
- (d) Institutional Biosafety Committee

**6.2.1.3 PROVIDE GUIDELINES FOR SUPERVISORS AND SUPERVISEES DURING THE RESEARCH PROCESS TO ENSURE HARMONY, QUALITY, AND TIMELY COMPLETION.**

The university shall:

1. i) Develop, operationalize, and review periodically guidelines for supervision of graduate students (qualification, appointment, remuneration, conduct, etc.).
2. ii) Disseminate widely the rules and regulations for graduate study.

**6.2.1.4 PROMOTE A MENTORING AND APPRENTICESHIP CULTURE IN RESEARCH**

(i) It will be a requirement for senior staff members to supervise and mentor junior staff members and graduate students as part of the eligibility requirements for research support.

(ii) Encourage senior academics to collaborate with junior employees to develop joint publications.

(iii) Include women in research efforts and mainstream gender.

(iv) Promote the creation of professorial research chairs within academic institutions.

**6.2.1.5 PROVIDE REGULATIONS FOR SOURCING SERVICES RELATED TO RESEARCH**

(i) Develop guidelines for engaging persons employed from research funds (research assistants, data managers, etc.).

**6.2.1.6 SUPPORT STAFF TO CONTINUALLY UPDATE THEIR SKILLS IN RESEARCH MANAGEMENT.**

This shall be achieved through:

- (i) Conducting regular training workshops and seminars at both unit and center level in grant proposal writing, financial management, scholarly writing, and dissemination.

- (iii) Developing and updating research management tools such as graduate handbooks and guidelines
- (iv) Support staff to attend skills enhancement courses locally and internationally.

#### **6.2.2 BUILD A CONDUCTIVE AND INCLUSIVE ENVIRONMENT FOR RESEARCH AND INNOVATION FOR STUDENTS AND FACULTIES.**

The policy recognizes the importance of providing a supportive research and innovation environment in the university. Research thrives in an atmosphere of academic freedom. This policy guarantees that level of academic freedom and responsibility in conducting and managing the research processes. To promote a positive, harmonious, transparent, and effective environment for knowledge generation and its transfer, research (both basic and applied), teaching, and outreach should be effectively balanced within the portfolio of university operations.

**This will be achieved through the following strategies:**

##### **6.2.2.1. ESTABLISH CENTERS OF EXCELLENCE/TEAMS FOR FACULTY-BASED RESEARCH THAT ARE SUFFICIENTLY FURNISHED AND MAINTAINED TO BE USED BY ALL PARTIES INTERESTED IN THE UNIVERSITY IN AN EQUITABLE AND SUSTAINABLE MANNER.**

**Therefore, the university shall:**

- (i) Promote the formation of multidisciplinary research teams or groups at centers of excellence.
- (ii) Develop and update guidelines for setting up centers of excellence.
- (iii) Promote and support the establishment of cutting-edge laboratories with user instructions for researchers.
- (iv) Make sure that capacity to maintain cutting-edge equipment is developed, for example, through improved training of technical staff and users.
- (v) Insist that, upon completion of any research project, all equipment and other resources acquired for that project must be returned to the university.
- (vi) The center shall adopt policies for the use of equipment (including bench fees) and disposal of such resources.
- (vii) Provide opportunities for staff and students to train in gender-focused research methodology.
- (viii) Integrate gender and climate change in research proposals.
- (ix) Encourage involvement of women in research teams.
- (x) Continue to build and invest in research infrastructure to support the growth of the research enterprise.
- (xi) Use data and active internal and external participation to drive strategic decisions by establishing baseline metrics and key performance indicators.

##### **6.2.2.2 SUPPORT INTERNET AND OTHER ICT SERVICES AND LIBRARY SERVICES FOR STAFF MEMBERS.**

**Therefore, the university shall**

- (i) Provide internet access and other ICT facilities at each academic and research institution for the purpose of sharing knowledge.
- (ii) Make e-resources and other common ICT-related services and software available for data management and analysis.
- (iii) Continue to subscribe to relevant databases that provide information to researchers.
- (iv) Create and maintain its own research and innovation data base accessible to the university community and the general public.

**6.2.2.3 SUPPORT RESEARCHERS TO ATTEND CONFERENCES BOTH DOMESTICALLY AND INTERNATIONALLY AND TO PRESENT PAPERS OR POSTERS THERE**

**The following strategies shall be used to accomplish this:**

- (i) Including a budget line for conference attendance in research projects
- (ii) Requiring staff to be supported to have received invitations to present papers/posters or to chair sessions at these meetings
- (iii) Support may be partial or total depending on the amount of funding available.

**6.2.2.4 WOMEN'S UNIVERSITY IN AFRICA SHALL GENERATE A RESEARCH AGENDA PERIODICALLY.**

- (i) Faculties shall formulate research priorities that will feed into the university research agenda.
  - 1. ii) The priorities identified shall reflect national research objectives, priorities, and relevant international trends.
- (iii) The research agenda shall promote both basic and applied research.
- (iv) The review of the research agenda shall be pegged to the review of the university strategic plan.

**6.2.3 BUILDING PARTNERSHIPS AND COLLABORATIONS TO DRIVE RESEARCH AND INNOVATION**

This policy recognizes the critical role partners and collaborators play in driving research and innovation the world over. By facilitating national, regional, and international collaboration and global networking, we open doors for impactful research opportunities.

**To this end, the university shall:**

- 1. Develop relationships with new partners and deepen existing partnerships based on emerging research and innovation trends.
- 2. Pursue more international partnership opportunities.
- 3. Increase collaboration with internal partners.
- 4. Enter into a MoU with leading researchers, higher education institutions, and industrialists.

#### **6.2.4 INCREASE FUNDING OPPORTUNITIES FOR RESEARCH AND INNOVATIONS**

The policy realizes the importance of securing sufficient funds for staff members to conduct meaningful research, to attend national and international meetings, and to contribute to the research income of the university. It is envisaged that the strategies highlighted hereunder will improve funding for research and innovations. To this end, the university shall:

1. a) Commit at least 2.5% of the internally generated funds to research and innovations annually.
2. b) Require graduate and undergraduate students to contribute towards the cost of research. The amounts paid shall be recommended by the Board of Research and

#### **Publications**

3. c) Require all research projects to contribute 15% (5% to the RIPGC, 3% to the Department, 3% to the faculty and 4% retained at the center) of the research costs as institutional overheads/indirect costs. This shall be reviewed by the Research Board of Research and Publications from time to time.

4. d) Continue to solicit research funds from national and international organizations, both public and private. Solicitation of funding shall be encouraged and facilitated at individual, departmental, faculty, or directorate or unit levels.
5. e) Engage the private sector to contribute towards research and innovations.
6. Through contract research
7. Sponsoring of research chairs
8. Through joint ventures, licensing, patents, and trade marks
9. f) Provide general information, including databases on possible sources and modes of research funding, on a regular basis.
10. g) The university shall subscribe to databases that provide information on funding opportunities.

#### **6.2.5 IMPROVE RESEARCH AND PUBLICATION CULTURE**

The policy recognizes that in order for the Women's University in Africa to achieve and retain a leading position in research output, the research and publication culture must be improved, taking cognizant of the research integrity, intellectual property, Data Protection Policy, Open Access Policy, and Postdoctoral Fellowship Policy. This will be accomplished using the following measures:

##### **6.2.5.1 PROVIDE INCENTIVES/REWARDS FOR RESEARCH**

(i) Staff shall spend at least 30% of their time on research and dissemination. In order to accomplish this, the university shall:

1. a) The researcher's time should be compensated at 10% of the total cost of a grant proposal awarded to the team.
2. b) Require lecturers and above (or equivalent) to produce at least one paper in a peer-reviewed journal each year.
3. c) It shall be a requirement for master's students to submit at least one paper or manuscript ready for publication before graduating.
4. d) Require doctorate students to publish at least three papers from their PhD work in a peer-reviewed publication during their studies before graduating.
5. e) Develop, operationalize, and update a system for tracking staff research and outputs on a regular basis.
6. f) Require staff to disseminate research findings in the form of policy briefings.
7. g) Recognize and reward employees who excel in research and innovation.
8. h) Develop, implement, and review procedures for identifying and rewarding workers for excellent research and innovation on a regular basis.
9. i) Maintain satisfactory staff-to-student ratios in accordance with university policy.
10. j) Build the university brand of research and innovation culture through talent recruitment and retention, training, and recognition.
11. k) Focus on diversity and inclusion in recruitment, retention, and day-to-day interaction and culture.
12. l) Develop strategies to improve global rankings and growth (see the internalization policy).

#### **6.2.5.2 PROVIDE AND SUPPORT PLATFORMS FOR DISSEMINATION OF RESEARCH OUTPUTS**

##### **The university shall:**

1. a) Establish platforms for staff and students to disseminate research outputs, such as seminars and locally hosted journals, newsletters, and bulletins (both hardcopy and electronic); and
2. b) Establish platforms for staff and students to disseminate research outputs, such as seminars and locally hosted
3. c) assist units in organizing frequent conferences.
4. d) Encourage regular public presentations and debates on topics of national or worldwide relevance.
5. e) Doctoral students must publish their findings in one of the following formats:
6. Theses and dissertations as monographs
7. Theses and dissertations with chapters as stand-alone papers
8. Theses/dissertations as a collection of works that have previously been published or have been approved for publication

#### **6.2.6 IMPROVE RESEARCH INTEGRITY**

Women's University in Africa is committed to the highest standards of research integrity, including independent review and approval of intended research activities ethics before they begin. The requirement to uphold the highest levels of research integrity should never be overlooked. See, e research Integrity Policy, Intellectual Policy, and WUAREC guidelines.

High-quality research is built on the application of honest and verifiable techniques in proposing, carrying out, and assessing research, as well as reporting research results in a credible and trustworthy manner. To accomplish this, the university shall:

#### **6.2.6.1 PROMOTE ETHICAL CONDUCT OF RESEARCH IN THE UNIVERSITY**

The university shall:

1. Support the establishment of Institutional Review Boards to oversee ethical conduct of research at units
2. Develop, operationalize, and review periodically guidelines on good research practices and misconduct.
3. Ensure that researchers working within or associated with the university abide by the established international ethical standards.
4. Through the WUA Research Ethics Committee (WUA REC), guidelines on ethical research practices shall be reviewed from time to time as dictated by advances in knowledge.
5. WUA shall operationalize the Faculty Research Scientific Committees as well as strengthen WUAREC to oversee the ethical conduct of research.

#### **6.2. PROMOTE DISCLOSURE OF RESEARCHER CONFLICT OF INTEREST**

Conflicts of interest ('COI') in research can be broadly described as any interest that competes with an organization's or individual's obligation to protect the rights and welfare of research subjects, the integrity of a research study, or the credibility of the research program.

Conflicts of interest can be financial or non-financial. In the event a conflict that requires disclosure or management is identified, the COI Chair will provide to the WUAREC in writing a summary of the conflict and the conflict management plan ('CMP') approved by the Committee. The details of management will be prescribed in the WUAREC guidelines.

#### **6.2.7. TRANSLATING AND COMMERCIALIZING RESEARCH DISCOVERIES FOR SOCIETAL IMPACT**

This policy recognizes the importance of research commercialization that has a direct impact on our society. The university promotes a diverse, supportive culture for our results to benefit as many people as possible. By facilitating the commercialization process for faculty and by recognizing the vital work our researchers accomplish, our office will foster the success of the commercialization enterprise.

**Objectives:**

1. Increase faculty understanding and knowledge of research commercialization.
2. Advance the role of innovation and entrepreneurship in the tenure and promotion process.
3. Create standard operating procedures for research commercialization processes.
4. Increase the diversity of the participants in research commercialization, with an emphasis
5. Foster a more pervasive culture of valuing and celebrating entrepreneurship and commercializing research discoveries by faculty, students, and staff.
6. Partner with local and national groups to expand the visibility of and opportunities for research impact and commercialization.

### **6.3.0 GRANT MANAGEMENT PROCEDURE AND GUIDELINE**

#### **3.1 PRE-AWARD MANAGEMENT PROCESSES**

This covers all the activities that take place prior to obtaining a grant. It commences with the identification of an appropriate funding opportunity for submission of a proposal. Refer to **pre-application checklist in appendix**

##### **6.3.1.1 REGISTRATION ON FUNDING PLATFORMS**

A number of funders require that institutions register on their grant platforms before allowing electronic submission of proposals. Registrations to donor platforms will be managed by the GAMC, which will work with the PIs to ensure successful submission of proposals.

##### **6.3.1.2 SOLICITATION**

The GAMC shall share appropriate funding opportunities with students, faculty, and other staff. Faculty and authorized affiliated persons will submit proposals to sponsors, including Government, private institutions, foundations, non-profits, educational institutions, and other organizations for support.

All intending applicants shall notify their immediate GAMC of their intention to respond to a given funding opportunity or to participate in any sponsored partnership. The Grants Office shall then inform the Head of GAMC of this intent to apply. This allows GAMC to avoid multiple applications within the institution which is not acceptable to the donor. The GAMC shall provide support right from pre-proposal (including making consultations and clarifications on certain issues with donors where applicable) to submission of the proposal.

##### **6.3.1.3 PROPOSAL DEVELOPMENT**

The individual designated as the Principal Investigator (PI) is responsible for preparation of the proposal following university policies and procedures as well as guidelines issued by the anticipated funding agency. The PI shall be assisted by a team composed of internal and external participants to develop the proposal. The PI shall be responsible for ensuring quality and completeness of the proposal as well as appropriateness of the proposed project team.

The GAMC shall support the proposal developer in various ways, including developing a checklist for proposal development (data collection instruments, participant information sheets, and consent forms in all languages appropriate for the research participants), editing proposal documents, compiling relevant support documents, providing the required templates, and budget justification development (Where accounts department will assist in strategic budgeting decisions, forming the foundation for allocating resources, managing potential changes, giving a trustworthy financial framework for project's implementation In addition, the GAMC shall coordinate with procurement and legal offices where necessary.

Grant project budgets shall be made to include all appropriate costs, such as direct project costs as well as institutional facilities and administrative costs (indirect costs). Any cost-sharing commitments shall be made with the approval of the University Council. Project budgets shall comply with all the legal requirements of Zimbabwe.

#### **6.3.1.4 PROPOSAL SUBMISSION**

Prior to submission to the funder, applicants for grant proposals will receive the support of the GAMC in areas such as administrative and budgetary review of the proposals for completeness, accuracy of information, legal appropriateness, inclusion of the appropriate institutional administrative costs, and adherence to the sponsor's/FOA guidelines and the laws of Zimbabwe.

#### **6.3.1.5 PARTNERSHIPS AND SUB-CONTRACTING**

University staff or students may apply for grants in partnership with other institutions when required. The university may partner with relevant and complementary institutions when applying for grants. The university shall carry out due diligence on its partners and ensure that MOUs are put in place and signed by the authorized officers of the university.

#### **6.3.1 RELATIONSHIP WITH OTHER UNIVERSITY POLICIES**

This policy shall be implemented jointly with other laws, policies, and regulations governing the university, including the Acts of Parliament, Ministerial Policy Instruments, government circulars and regulations, and relevant statutes enacted by the university council; see the Intellectual Property, Postdoctoral Fellowship Policy, and Data Management Policy.

#### **6.3.2 POST AWARD MANAGEMENT PROCESSES**

Post-award processes cover all aspects of grant management following receipt of the award. The post-award processes begin when the designated officer receives a notification from a sponsor of their willingness to fund an activity and end at grant close-out when the final report, including other deliverables, is submitted to and accepted by the funder.

##### **6.3.2.1 NEGOTIATING AND ACCEPTING THE AWARD**

Contract negotiation and acceptance of the award shall be done by the principal investigator of the project and shall be communicated by the head of GAMC to the vice chancellor for approval. The Vice-Chancellor shall ensure that any grant contract to be signed is part of the grants or donations declared to the University Council. Negotiation will include a thorough review of the award terms and conditions by the university legal office before an award is signed. A copy of this award must be filed with the Grants Management Committee. A grant contract will only be binding on the university after the university council has acknowledge it through including it in the annual budget estimates.

#### **6.3.2.2 COST SHARING**

Cost sharing is an arrangement in which the funding entity commits to providing only a portion of a project budget, leaving a percentage that should be contributed by the applicant institution. All cost-sharing commitments must be approved in advance by the Vice Chancellor. Note that matching funds do not qualify if they are from the same funding agency or political government. See Research Integrity Policy, Intellectual Property Policy, and Data Management Policy.

#### **6.3.3. PROJECT IMPLEMENTATION**

The PI shall have overall responsibility for implementing the project and ensuring its success. The PI shall be responsible for project initiation—bringing all key stakeholders on board, requesting account set-up, obtaining ethical approvals, ensuring that the right cadres of staff are hired following existing procedures set out by the Appointments Board, and all the necessary supplies and equipment are acquired through the existing procedures. See Research Integrity Policy, Intellectual Property Policy, and Data Management Policy.

#### **6.3.3.1 OPENING OF A PROJECT ACCOUNT**

In cases where funders require a project-specific bank account or an interest-bearing account, authority to open an account will be obtained from the University Accounting Officer following existing laws, policies, and regulations on account opening. The accountant will be responsible for: Revenue Monitoring: Through giving both accrual-based and cash-based methods recognition and forecasting of project expenditure, Cash Flow Management: Managing the net amount of cash being transferred into and out of the project and Documenting Project Expenditures: Correct and all-inclusive recording of all project-associated expenses. This comprises of direct costs like labour and materials including indirect costs such as overheads. Tracking expenses directly from a project's budget and manage external costs and include them in the financial reports

#### **6.3.3.2 OVERHEADS AND ADMINISTRATIVE COSTS CONSIDERATION IN GRANTS**

Overheads, also known as indirect costs or facilities and administrative costs, are incurred for common or joint objectives and cannot be easily and specifically identified with a particular project or institutional activity. Therefore, the terms indirect costs, overhead costs, and facilities and administrative costs are synonymous. These costs relate to the use of an institution's facilities and administrative support but cannot be claimed as direct costs. Overhead costs are critical to the implementation of institutional activities and are important for the success of institutional projects as well as for the institution hosting the project, as they are incurred for common objectives within the institution.

While some funders/donors prescribe the percentage of the overhead to be charged on a grant, others allow for institutions to use their own rates, yet others simply do not allow overhead on grants. In order for Women's University in Africa to be competitive, an overhead cost of between 15% and 20% will be charged on grants that allow a negotiated rate. Where the above percentages are not applicable and require a waiver, a University Council decision shall be sought through the Vice-Chancellor.

#### **6.3.4 MANAGEMENT OF INTERNAL RESEARCH FUNDS**

There will be situations where the university will have funds to dispense to faculty for advancement of science through research Block Allocation Fund (BAF) and Innovation (IF). In such instances, the following guidelines will apply.

##### **Innovation Fund for students**

#### **6.3.4.1 ISSUE OF A REQUEST FOR PROPOSALS (RFPS).**

The GAMC shall be responsible for developing and publishing the request for proposals.

Such a request for proposals shall be open to all eligible students at Women's University in Africa. GAMC will indicate all the specific requirements for the application in the RFP.

A supervisor of the student should have expertise in the area of innovation and will be responsible for the application and managing the use of the fund. The supervisor will act as the guarantor of the student and safe guard against the misuse of the fund.

##### **Block Allocation Fund**

The GAMC and Research Board shall be responsible for developing and publishing the request for proposals.

Such a request for proposals shall be open to all eligible faculty at Women's University in Africa. GAMC and the Research Board will indicate all the specific requirements for the application in the RFP. Standard proposal with proposed data collection instruments, participant information sheets, consent forms, and appropriate materials, which include minutes, from departmental and faculty research board committees.

#### **6.3.4.2 EVALUATION/REVIEW COMMITTEE**

The evaluation committee (EC) will be ad hoc for each request for proposals.

##### **1. i. Composition and functions**

The EC is composed of the chairperson, secretary, and evaluators from all the areas of specialization. The EC is appointed by VC and responsible for:

- (a) The administrative check of the applications received. In this case, the individual applications are checked accordingly to assess administrative compliance.
- (b) The evaluation of the proposals, their scoring, and ranking according to the evaluation criteria.

**Chairperson**

- Appointed by VC
- Ensures the Committee impartiality and transparency;
- Nominates work with the secretary and with members of the committee (the evaluators representing all special areas in the university);
- Leads and is responsible for the decisions taken by the EC;
- Coordinates the work during the opening session(s) (the administrative check) and the whole evaluation process in accordance with procedures set in the Operational Manual.
- Calls for EC meetings, sets the meeting agenda and time schedule, and moderates among different evaluations with the objective to find consensus.
- Decides whether the evaluation process must be derogated or restarted. This decision must be recorded, and reasons must be included in the evaluation report.

**Secretary**

- Is appointed by VC Chairperson among Women's University in Africa Administration staff;
- Has non-voting rights;
- Is responsible for carrying out all administrative tasks connected with the evaluation procedure.

These include:

- Circulate, collect, and archive "Conflict of Interest Declarations" signed by the evaluators;
- Keeping minutes of meetings, including record attendance
- Compiling the administrative eligibility report and the final evaluation report;
- Compiling communication letters to applicants
- Archive all documentation

**Evaluators**

- Evaluators shall have the technical and administrative capacities to give an informed opinion on the proposals;
- The chairperson shall decide to include in the committee external assessors if particular technical competencies are required;
- Prior to the beginning of the evaluation, they must sign the "Conflict of Interest.

Declaration Form" that will be kept in the archive and annexed to the Evaluation Final

Report. Their name should remain undisclosed to third parties;

- They must attend all meetings except, if not requested, the proposal opening session(s) (i.e., those meetings in which the administrative check is done). Any absence must be recorded and explained in the evaluation report;
- All evaluators have equal voting rights;

### **6.3.5 MANAGEMENT OF FUNDS AND REPORTING**

#### **6.3.5.1 SETTING UP SUB-AWARD RECIPIENTS**

Where an awarded grant requires the participation of sub-recipients, the GAMC will be responsible for preparing sub-award agreements and ensuring that they are signed by the designated official.

#### **6.3.5.2 SUB AWARD PROCESS**

A subrecipient is an entity that receives flow-down funds from the university to carry out a part of a grant project's activities. A sub-recipient relationship is established through a sub-grant agreement, a contract issued by the university for the commitment of specific services or project-related activities that are to be performed by the sub-recipient. Issuance of a sub-grant under a project prime award is subject to compliance with donor conditions, and all sub-awards are subject to the terms and conditions of the prime grant award and the university's procurement policies.

#### **6.3.5.3 DEVELOPMENT OF TERMS OF REFERENCE FOR SUB-GRANTING**

The project lead/PI will develop a terms of reference, which must include a statement of need to justify the need for sub-granting and the scope of work for the sub-recipient. The project lead/PI, in collaboration with the faculty dean, will propose the partner selection process that should be undertaken. These TORs and proposed selection process will be reviewed by the faculty dean, Head of Department, and approved by the research board committee and GAMC.

#### **6.3.5.4 PARTNER SALE PROCESSES**

There are different processes of selection that Women's University in Africa undergoes, which include the following:

##### **1. i. When Partners Are Identified Within the Original Application**

When partners are identified in the Women's University in Africa initial application for funding, along with their detailed budget and scope of work, and the award references them explicitly in the cooperative agreement, no further requirements are needed to consider these partners for sub-grants. This represents the first step in a more intense approval process. Other sections of this manual will lay out other requirements for full approval of partners and their proposed scope of work, budgets, and overall performance expectations.

##### **2. When partners are selected by the funding agency**

When partners were determined in advance by the funding agency, documentation must then be provided by a legal representative of the funding agency stating that they have directed such inclusion and the basis for doing so.

### **3. When Partners Are Selected Without Competition Because of Unique Attributes**

Under some circumstances, Women's University in Africa may select partners without competition on the basis of their unique qualifications. This selection process is called a sole source. A sole source justification will be prepared that should justify why open solicitation was not engaged to identify other potential partners to provide the services needed. This documentation should be placed on file.

### **4. iv. When Partners Are Selected Competitively**

Competitive selection of partners is the preferred way to go. Competition increases the likelihood of cost-competitiveness as well as the possibilities for finding a more diverse range of skill sets and more innovative approaches.

Competitive selection processes usually rely on Requests for Applications (RFA) or Requests for Proposals (RFP) circulated widely enough to reach organizations outside of your normal circle. When these processes are employed, announcements should provide the following key information:

- Your program objectives, including areas of special interest
- Minimum eligibility requirements for applicants
- Criteria for evaluating applications
- Funds available, period of performance, and the number of awards anticipated
- Types of activities and costs that will not be funded
- Required or suggested elements for cost-sharing
- Required format and deadline for submitting applications
- How interested parties may obtain application materials

#### **6.3.5.5 CONDUCT PARTNER DUE DILIGENCE OR CAPACITY ASSESSMENT**

It is mandatory for women's universities in Africa to conduct due diligence on their sub-recipients. All sub-recipients will be assessed for their financial capacity to manage the sub-grant in line with their own policies and procedures as well as the requirements of the funder. The Institution

A data form will be filled out for all sub-recipients being considered.

#### **6.3.5.6 SUB-RECIPIENT CONTRACTS**

Following a satisfactory due diligence process, the project lead/PI, working in collaboration with the GAMC, prepares the sub-award contracts, which must be signed by the vice chancellor.

All requirements of the main funder to Women's University in Africa in the Prime agreement should be passed down to the sub-recipient in the sub-contract, and the same should apply for 3rd tier sub-contracts where the sub-recipient has sub-contracts under them.

Regardless of how the sub-partners were selected, a formal agreement must be put in place outlining how funds are to be awarded between Lia University and the sub-recipient.

#### **6.3.5.7 SUB-RECIPIENT PERFORMANCE MANAGEMENT**

The performance management arrangements prescribed here are a minimum that must be followed; however, depending on the capacity and risks associated with the sub-recipients, the project lead or Women's University in Africa Management may require additional measures from time to time.

#### **6.3.5.8 CONTRACT PERIOD**

The sub-grantee contract period should be within the contract period of the main funder's agreement, for which Women's University in Africa is the prime. It should be considered to end the subcontracts three months earlier than the end date of the prime agreement in order to allow a close-out period of the sub-agreement.

#### **6.3.5.9 ORIENTATION MEETING**

The project lead should organize a post-award orientation for sub-recipients to clarify the roles, responsibilities, and expectations of Women's University in Africa vis-à-vis the sub-recipient. This meeting should be used to go through key aspects of the sub-agreement, including clarifying the scope of work, deliverables, budget, payment mechanisms, accountability requirements, reporting requirements, and compliance review requirements.

#### **6.3.5.10 PAYMENT MECHANISM**

Women's University in Africa employs any of the following payment mechanisms to the sub-recipients:

##### **i) Disbursement Method**

This method involves making payments in advance to the sub-recipient to implement a defined scope of work in a specific period. This method should only be used if a sub-recipient has proved that they have basic accounting controls but do not have sources of funds to pre-finance project activities.

Disbursements will be made quarterly and monthly if deemed necessary, depending on the risk and capacity assessment of the sub-recipient. An initial schedule of the quarterly payments will be included in the initial sub-agreement, including a final payment that should be 10% of the contract amount. The final reimbursement will be made after approval of the final report and will be in line with the balance of funds due to the sub-recipient.

##### **ii) Reimbursement Method**

This method involves a refund of actual costs incurred by the sub-recipient to implement eligible project activities. This method may be employed where the sub-recipient has the financial capacity to pre-finance

the activities even when they do have good accounting controls in place. However, on the other hand, where a sub-recipient has proved that they do not have basic accounting controls and have been assessed as highly risky, the reimbursement method should be employed.

The reimbursement takes place at the sub-recipient's request, who submits a financial report on monthly or quarterly expenditures that is fully supported with an expenditure listing. The basis for reimbursement of the incurred expenditures is provided by all accounting documents used by the sub-recipient organization in its own bookkeeping. Where the sub-recipient was categorized as highly risky, all expenditure must be supported with third-party receipts confirming expenditure incurred.

Please note that reimbursement is the safest and most preferred payment method by WUA.

University and therefore should consider the financial capacity of the sub-recipient and the potential to constrain project implementation.

#### **6.3.5.11 SUB-RECIPIENT REPORTING**

The reporting requirements will be included in each sub-recipient agreement with the timing and contents stipulated. Sub-Recipient will submit progress technical and financial reports either monthly or quarterly as indicated in the sub-agreement.

##### **Progress Technical Reports**

Monthly/quarterly progress technical reports shall include progress on major activities and milestones in line with targets defined in the work plan and Monitoring and Evaluation Framework.

Annual report: For subgrants running for a period of at least 12 months, this shall cover a 12-month reporting period (as stipulated in the sub-agreement), which includes all activities reported in the quarterly reports. Sub-partners must document and report on their success stories annually when they submit their annual report.

**Final Report:** The sub-partner shall submit a final performance report that summarizes the accomplishments of the sub-agreement activities undertaken, problems encountered, and recommendations regarding unfinished work or program continuation.

##### **Financial reports**

Financial reports All internal and external grants shall include a summary of the approved budget, expenditure for the current period, total expenditure for the previous period, total expenditure to date, and budget balance as indicated in the Financial Reporting Template. This summary will be supported by a detailed expenditure listing of the current period expenditure from the recipient's accounting system and supporting documents.

In line with the funder's requirements as per the prime agreement with Women's University in Africa, funders may request additional compliance supporting documents of expenditure incurred. Women's University in Africa will pass down this requirement to the sub-recipient, and all supporting documents

should be submitted by the sub-recipient to Women's University in Africa. NB. This should also include internal funds (innovation and block allocation funds).

#### **Sub-Recipient Annual Audited Report**

The subrecipient shall be required to submit their annual audited reports, including the management letter, for the periods in which the contract with Women's University in Africa is running. This requirement shall be included in the sub-agreement. This should also include the internal funds (innovation and block allocation funds) from the university.

#### **6.3.5.12 EQUIPMENT INVENTORY AND TRANSFER**

If the sub-recipient acquired equipment of any sort, an inventory must be reviewed by the Project Lead and Operation Team for further instruction on the disposition of that equipment based on the Sub-Recipient Agreement and donor guidelines.

#### **Obtain publications and materials produced.**

Copies of all publications and materials produced with Women's University in Africa's grant funds must be sent to the Women's University in Africa's Grant Management office, including electronic copies. These publications should be sent to the Women's University in Africa's VC's office when they are produced, not just at the end of the grant period. Agreements may also require prior approval of all publications that the sub-recipient will produce before they are published and presented at the Brown Bag Lunch seminars.

#### **6.3.5.13 Issue a close-OUT letter.**

Once everything has been settled, the project lead should prepare and submit a close-out letter signed by RIPGC director to formally mark the end of the sub-recipient relationship. This should apply also for innovation and block allocation funds.

#### **Certificate of Good Conduct**

For a sub-recipient that had a capacity-building component, the project lead should consider awarding a certificate of good conduct to the sub-recipient that has behaved honorably during the sub-granting period to help them gain credibility from other potential funders in their resource mobilization efforts.

#### **6.3.5.14 CLOSE-OUT PROCEDURES**

##### **Close-Out Plan and Issue Notification to Sub-Recipient**

Depending on the duration of the subgrant, between six and three months before the end of the sub-grant, the project lead should send a close-out notification to the sub-recipient point of contact or head of the organization informing them that the sub-grant will be closing out in six (6) or three (3) months' time and lay out the close-out plan and roadmap.

##### **Close-Out Check-In Meeting**

Three (3) months to the end of the sub-grant, the project lead must conduct a close-out.

Check-in meeting with sub-recipient, the project lead, in collaboration with the project director

The officer should prepare a close-out checklist, which will be the subject of discussion during the close-out check-in meeting.

#### **Sub-Recipient Final Report**

The sub-recipient must submit the final report showing the outputs and results that have been achieved.

#### **Final Close-Out Meeting**

The Close Out Team (Project Lead, Accountant, Project Officer, Compliance Officer, and other Women's University in Africa Project Management team staff) should, after review of the final report and status of accounts, conduct a final close-out meeting to go over final programmatic, financial, and administrative details before the official close-out of the sub-grant.

#### **Final Payment**

Sub-recipient agreements should specify that final grant payments will not be made until the final close-out of the grant is completed (i.e., all financial reports and accountabilities, programming reports, equipment and inventory returns, and publications produced with grant funds are received). (10% external grants and 20% for internal grants), final payment of the contract amount as indicated in the sub agreement should be withheld until close-out completion. Close-Out Certification from Sub-recipient

Before closing out a grant, the project coordinator should request from the sub-recipient a signed statement certifying the following:

- That partner has received all funding due under the sub-agreement.
- That the partner is due no outstanding funding.
- That the partner has no outstanding debts to your organization

#### **6.3.6 RESOLUTION OF DISPUTES**

Any research challenging a decision arising over the application of this policy and the ownership of patents and/or copyrightable works may appeal to the Vice Chancellor of the University. The appeal must be in writing within six months from the appearance of such a grievance. The Vice Chancellor shall give a decision in no more than ninety calendar days from the lodging of the appeal, or the university will relinquish rights to ownership of the disputed intellectual property. The Vice Chancellor's decision on the appeal will be final and will be explained in writing to the researcher.

#### 6.4.0 MONITORING AND EVALUATION

**Table 1: Indicators of research quantity and quality**

Type of Indicator source	Input Value	External grants received Award Letters/MOU	Output Number of publications ORCHID method and Web of Science	Number of citations received (leading to secondary bibliometric data, like the h index, Web of Science or Scopus)	Outcome Media interest WUA innovation Average value equivalent

## 6.5 APPENDICES

### 65.1 APPENDIX I: GRANT PRE-APPLICATION ASSESSMENT CHECKLIST FACTORS AND COMMENTS

Is the purpose of the funding opportunity compatible with our mission? Vision? Values?

Is something similar to this already part of our long-range or strategic plan?

If so, how high a priority has it been given?

If not, is it something we should consider incorporating into our strategic plan?

Is Women's University in Africa University eligible to apply?

If not, can we partner with an eligible agency?

Is the deadline a realistic one for us, given the resources and time available?

Is the amount available through this opportunity compatible with our funding needs?

Is there any potential ethical conflict between our mission, vision, and values and the source of this funder's philanthropic dollars? (This is an especially important question to ask when contemplating funding from a corporation whose products or services might not be in alignment with what your organization stands for.)

How competitive will the funding process be?

- If "low," is this an opportunity we want to pursue?
- If "high," do we have the time and resources to invest in putting together a highly competitive (and speculative) proposal?

How complex or involved are the requirements for supporting documentation?

Do we realistically have time and resources to meet those requirements?

Are we prepared to live up to the terms of a grant award from this agency?

- Periodic reports
- Accounting/financial responsibility
- Evaluation requirements
- Certifications and assurances
- Other operational factors

Are there matching funding requirements? Is a women's university in Africa in a position to raise the matching funds?

Are there any hidden costs that will be incurred by Women's University in Africa University as a result of implementing the grant program that will not be recouped in the grant award?

No table of contents entries found. How well does this funding opportunity fit with our mission, vision, and values?

Do we have the resources needed to prepare a technically qualified, highly competitive, and timely proposal?

**6.5.2 APPENDIX II: TEMPLATE FOR CAPTURING EXTERNALLY FUNDED GRANTS AT WOMEN'S UNIVERSITY IN AFRICA UNIVERSITY**

Date of approval of grant: .....

Vice Chancellor

Signature:

Signature:

Project Title

Name

And the PI

Funding Source/Grant

Ref. No.

Project objectives

Start Date

End Date

Project Budget

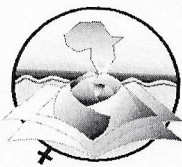
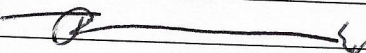
Amount released to date

Expenditure to date

## 7. ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
Quality Assurance Department	Develop and disseminate a university-wide Policy Format Template
RIPGC	Keeping the policy up to date

## 8. DOCUMENT VERSION MANAGEMENT AND CONTROL

Document Name	Grant management Policy	
Version Reference	Version 1	
Document Owner	RIPGC	
Approved by		
Date of Approval		
Review Date		WUA