YEBO GRANT WRITING WORKSHOP 2020

Practical session on Planning your Research Project – from Gantt Chart to budget

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Show that the objectives and activities set can be achieved within the timeframes set by you/funder

Tools:	
Logframes	Gantt charts

Logframes

- Logical Frame

- Present your ideas in an ordered, logical way that will make sense to someone else?

- Show the logical steps that you will take to achieving your objective

Log Frame			
	Indicators of achievement	**Means of verification**	**Important assumptions/ risks**
Objective: Describe what the target group will achieve if it changes its behaviour (in some cases this is a tangible benefit, in other cases, this is a step towards a future benefit at a higher level)			
Outcome: Describe the desirable future behaviour of the target groups—in which way the target groups will use the potentials described in the outputs (e.g. application of knowledge, adoption of practices, use of technology, etc.)			
Outputs: Describe potentials (technical or human resource potentials) established by the project			
Major activities: Describe major activities which need to be implemented in order to accomplish each of the outputs. (Activities must be realistically defined considering the resources available.)			

If activities are implemented, will outputs be produced?
If outputs are produced, will outcomes result?
If outcomes result, will the objectives be achieved?
Will the objectives achieved contribute to the larger goal?

Extract from https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_10-3.pdf

framework

The Logframe matrix

Project Description	Example	Indicators	Means of Verification
Goal	Improved community health on a sustainable basis	Reduced water-borne disease rates.	Health records Interviews with community members
Purpose	A clean, reliable and sustainable supply of water adequate for community needs	Water cleanliness at acceptable standards Water availability with no supply shortages of more than (specified time). Supply breakdowns fixed within agreed standards.	Water cleanliness tests Site visits to examine supply Interviews with community members
Objectives	1. Water supply established by (date) 2. Competent village water supply technicians in place by (date)	Water supply in place and being used by (date) Village technicians able and dealing with supply maintenance & problems.	Site visits Records of supply use. Testing of technicians' ability to deal with problems. Technicians maintenance logs
Outputs	1.1 plan for water supply 1.2 suitable header tank 1.3 operational pump	Workable plan produced and used for construction Tank and pump constructed to agreed standards	Examination of plan Site visits to examine 'hardware'
Activities	Conduct site survey; identify local labour sources; build header tank; construct pump.	Work plan targets met	Work plan Construction log Site visits

Logframes

Problem: Reduce progression of students into high school.

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing a reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp at school.
Activities	Run five summer reading camps, each with capacity for 100 Grades 5-6 students.	Number of summer camps run.	Summer camp records	Parents of children with low reading proficiency are willing to send them to the camp.

THEN

IF

AND

The Gantt Chart

GANTT CHART

- a Gantt chart is a **visual view** of tasks scheduled **over time**.
- Gantt charts are used for planning projects of all sizes and they are a useful way of showing what work is scheduled to be done on a specific day. They also help you view the start and end dates of a project in one simple view.

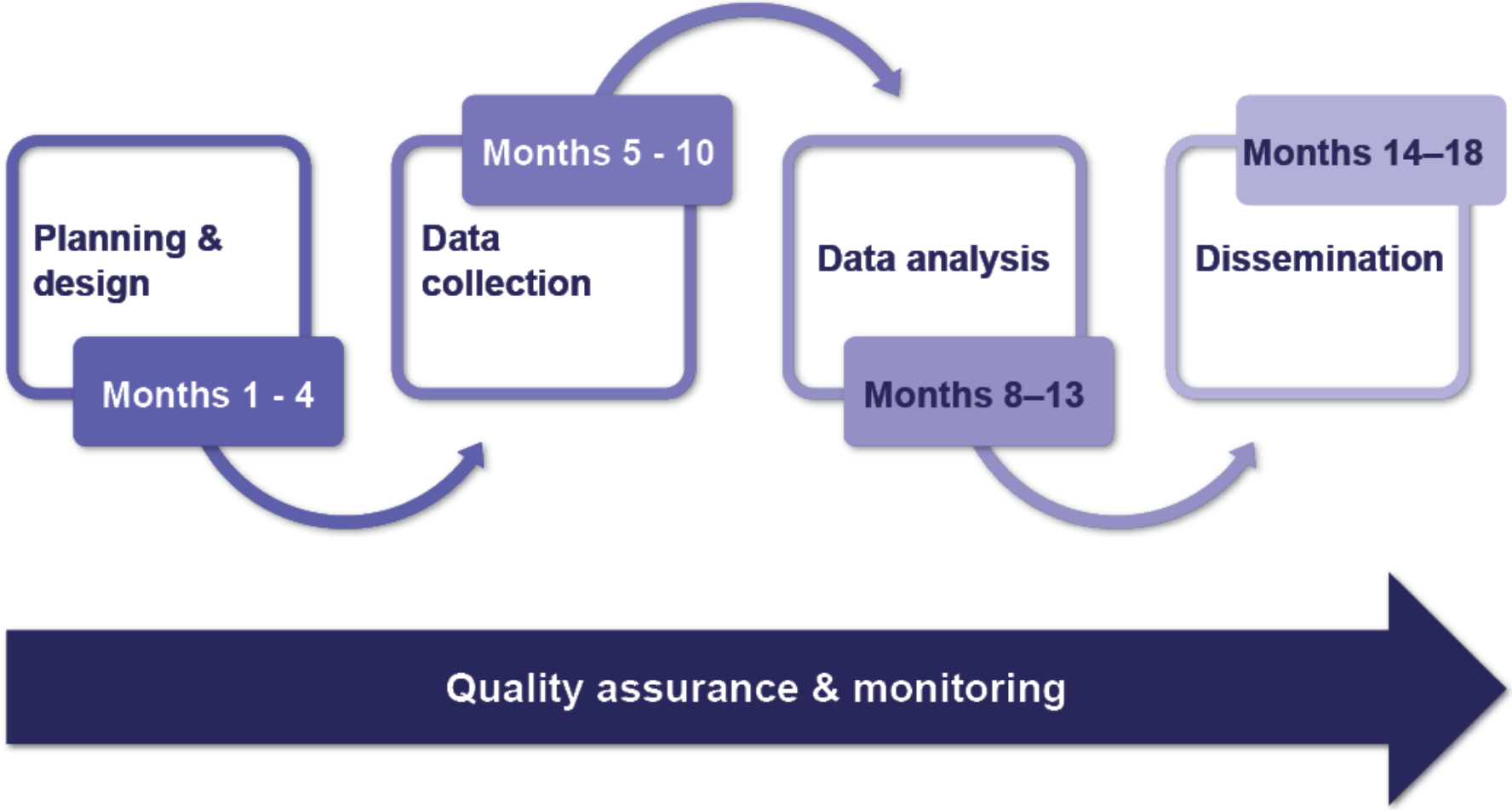
- It will help reviewers understand and evaluate the planning and feasibility.

- For multi-year research proposals with numerous procedures, a timeline diagram can help clarify the feasibility and planning of the study.

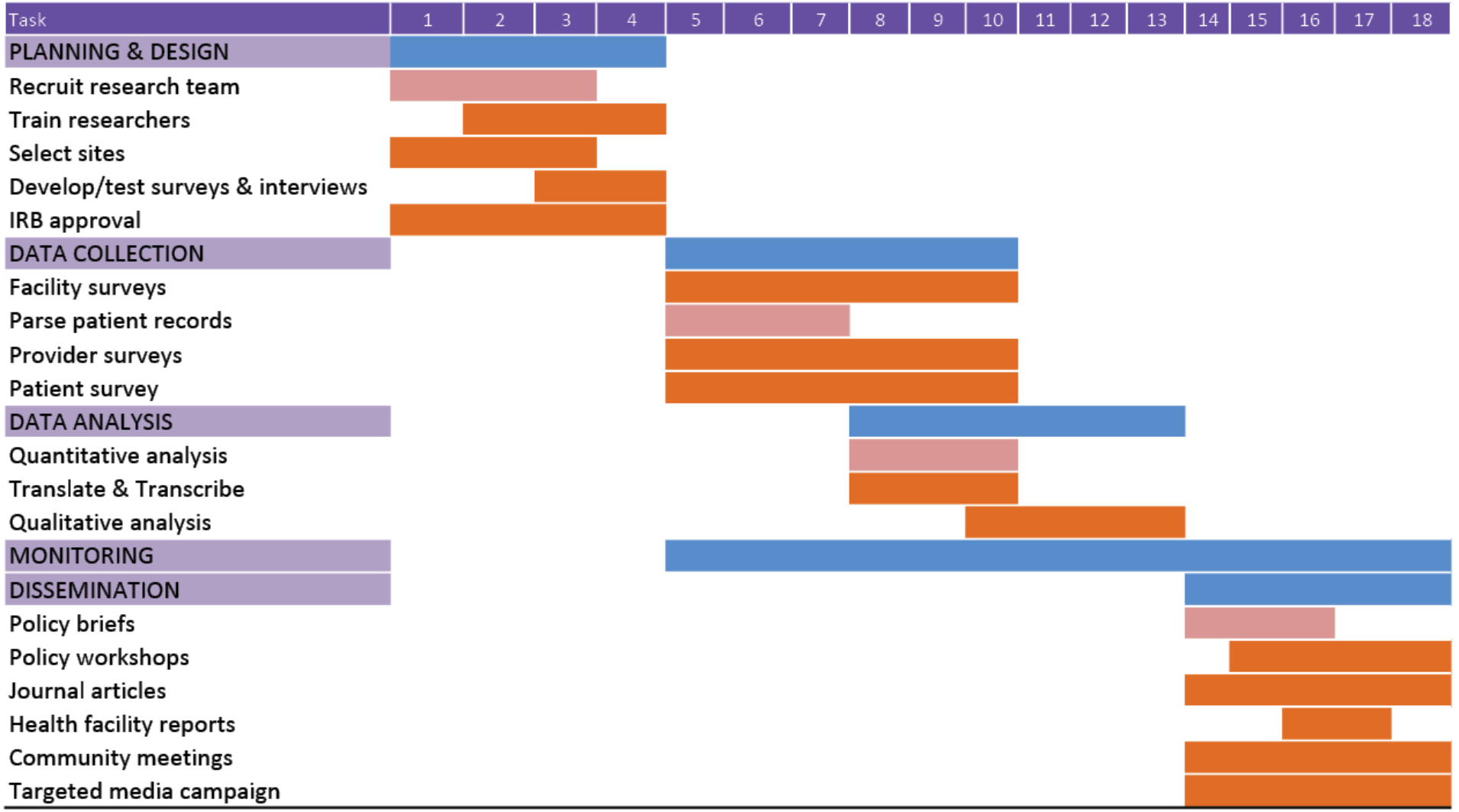
- It will help you write the Progress reports

Extract from https://www.projectmanager.com/gantt-chart

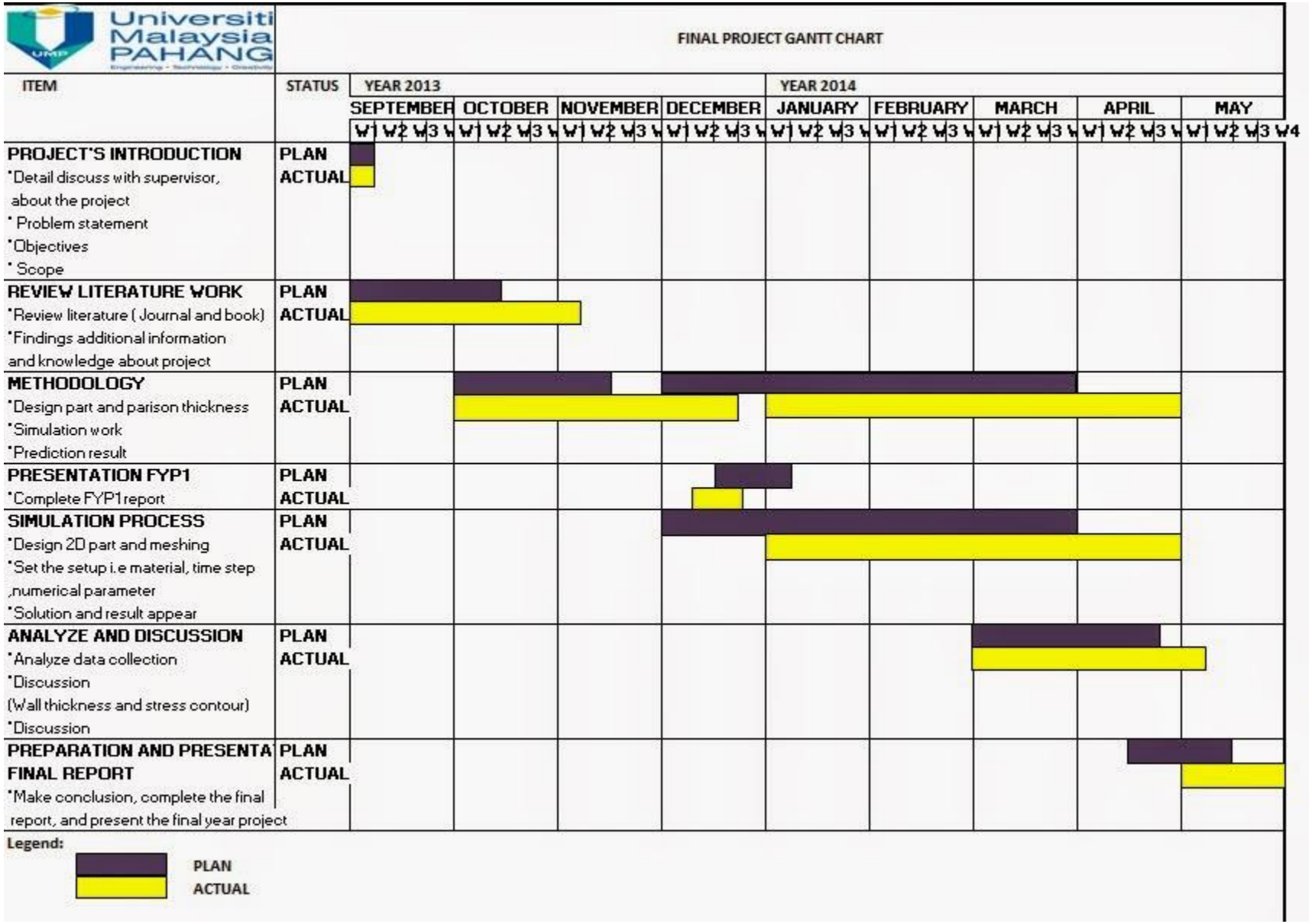
GANTT CHARTS



GANTT CHARTS



GANTT CHARTS



GANTT CHARTS

LOGFRAME

BUDGET

GANTT CHART

						2018				2019				2020		
Research Objective	**Research Activities**	**Do we have the equipment?**	**Whose responsibility is it? Who has the expertise?**	**Milestones**	**Operational Resource Requirements (=Budget)**	**1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**
Objective example 1			all activities to be overlooked by the supervisor (myself)													
Develop research agenda setting models																
	Desktop review of current models	none required	PhD student	Review document	Person to undertake review - PhD bursary											
	Face to face interviews with identified stakeholders	voice recorder	PhD student with supervisor overlooking the first few interviews Transcriber	20 Interviews	Travel costs for interviews+ interview research equipment+ transcribing costs + token for interviewees											
	Analyse data		PhD student statistician? Input from supervisor	Data interpreted	Analytical software programme, personnel time											
	Compile working models		PhD student-Supervisor	Draft document on models	Personnel time, costs for expert advice											
	Test models with stakeholders		PhD student-Supervisor stakeholders	Host workhop	Workshop logistical costs + organiser (H)											
	Revise models based on stakeholder input		PhD student-Supervisor	Revised models	Personnel time											
	Follow-up face to face interviews		PhD student-Supervisor	20 Interviews	Travel costs for interviews+ transcribing costs											
	Finalise the conceptualistion of models		PhD student-Supervisor	Finalised models	Personnel time											
	Disseminate research outputs		PhD student-Supervisor	Conference presentation and 1 journal article	International conference costs and journal page costs (Application to be made for UCT internal funding for page costs)											
	Write up thesis chapter(s)		PhD student-Supervisor	Thesis chapter(s)												

RESEARCHER DEVELOPMENT ACADEMY

Distribute Text

Operational Resource Requirements (= Budget)	
Person to undertake review - PhD bursary	Personnel
Travel costs for interviews+ interview research equipment+ transcribing costs + token for interviewees	Travel
	Personnel
	Material and Supplies
Analytical software programme, personnel time	Material and Supplies
	Personnel
Personnel time, costs for expert advice	Personnel
Workshop logistical costs + organiser (H)	Material and Supplies
	Personnel
Personnel time	Personnel
Travel costs for interviews+ transcribing costs	Travel
	Personnel
Personnel time	Personnel
International conference costs and journal page costs (Application to be made for UCT internal funding for page costs)	Travel

Nature of expenditure/ Item	Quantity	% of time	$
DIRECT COSTS			
Personnel			
Research Personnel			
Principal Researcher/ Principal Investigator			
Co-Researcher/ Co- Investigator (if applicable)			
Research Assistant (part or full time/ Salary/month			
Post Doctoral Associate			
Graduate Students			
Other Professionals:			
Technician/ Programmer/ Assistants/Statistician , etc…			
Project Assistant/ Administrative Assistant			
Clerical Assistance			
Personnel Subtotal			
Equipment			
List of Equipment			
Subtotal Equipment			
Material and Supplies			
List Materials and supplies			
Subtotal Material and Supplies			
Travel			
International Travel (if Applicable to project)			
Airfare and Destination from…to:	# of Trips		
Traveller (Amount / Trip)	# of Trips		
Per diem (s/ day)	# of Days		
Local transportation (if Applicable to project)			
Taxi Ride: from and to			
Cost / Ride	# of rides		
Subtotal travel			

Courtesy of Dr Gaelle Ramon

THE BUDGET

Do not underestimate the importance of the budget!

Do not leave it to the last minute!

- The study objectives and the budget should match
- Mismatched budget and proposal is a **red flag** to the funder that your structure and organisation is weak and you haven't thought everything through

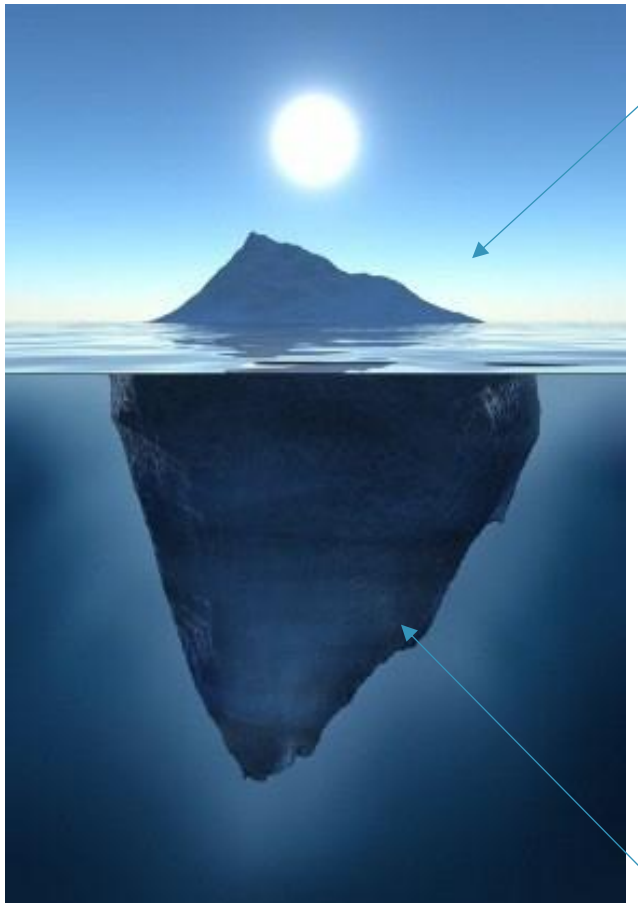
Fundamental Concepts

1. ALWAYS FOLLOW THE FUNDERS' GUIDELINES
2. If there is a specified fund limit, DON'T EXCEED IT.
3. Are there categories' limits for budget items?
4. Are there excluded budget categories or items…

Taken from Dr Gaelle Ramon

Visible costs
(Direct Costs)

Hidden costs
(Indirect Costs)



Project Costs

Personnel
Non-personnel

(operating)

Telephone
Internet
Utilities
Office/lab space
Marketing/communications
Administrative support

THE BUDGET

Direct costs:

All costs directly related to the specific project you are applying for

(A) Personnel costs

- All people who will work on the project
- Check what the funder funds: some don't fund salaries. Others don't provide postgraduate support

THE BUDGET

(B) Non-personnel costs (Operating costs/Running Expenses)

Estimating Projected Costs

- Get quotes for products, reagents, equipment etc
- Estimated costs should be reasonable, complete and realistic (don't go for the cheapest quote if it won't do the job, but don't over-inflate costs)
- Over a 2-3 year period, account for inflation

Fundamental Concepts
DIRECT COSTS

(List non-exhaustive)

Name	Description
Material & supplies	Reagents, consumables, test kits, fuel
Communications	Bandwidth, telephone, postage, courier
Prior knowledge	Journals, databases
S&T	Subsistence and travel related to research field trips
Knowledge sharing	Conference fess, page costs, publishing costs, printing
Sub-contractors	Outsourced services
Personnel	Salaries, wages for field workers, technicians, etc.
Bursaries	Money paid to students
Facilities	Access to labs, equipment, special venues
Other	IP costs, animals & animal care, sponsor required audits

Check what the funder supports: some don't fund salaries..., others don't provide postgraduate support, others do not buy equipment or pay for page costs…

Taken from Dr Gaelle Ramon

NRF Call Information Documents (Please read before starting this application)		12 Apr 2017	
Registration Details *		17 Feb 2017	
Qualifications		21 Apr 2016	
Contact Details *		17 Feb 2017	
Research Expertise *		02 Jun 2015	
Personal Profile		27 Sep 2013	
Absence from Research		12 Apr 2017	
Disability *		12 Apr 2017	
Books		12 Apr 2017	
Chapters in Books		12 Apr 2017	
Articles in Refereed/Peer-reviewed Journals		25 Jan 2017	
Refereed/Peer-reviewed Conference Outputs		12 Apr 2017	
Patents		12 Apr 2017	
Keynote/Plenary Addresses		12 Apr 2017	
Articles in Non-refereed/Non-peer Reviewed Journals		12 Apr 2017	
Other Significant Conference Outputs		12 Apr 2017	
Technical/Policy Reports		12 Apr 2017	
Products		12 Apr 2017	
Artefacts		12 Apr 2017	
Prototypes		12 Apr 2017	
Other Recognised Research Outputs		12 Apr 2017	
Project Information *		12 Apr 2017	
Details of Research *		12 Apr 2017	
Attachments		12 Apr 2017	
Ethical Clearance *		12 Apr 2017	
Possible Reviewers *		12 Apr 2017	
Excluded Reviewers		12 Apr 2017	
Preferred Panel *		12 Apr 2017	
Financials: Operating Costs *		12 Apr 2017	
Financials: Other Sources *		12 Apr 2017	
Science Engagement *		12 Apr 2017	
Student Resources *		12 Apr 2017	
Participating Members		12 Apr 2017	
References *		12 Apr 2017	
Print Preview		12 Apr 2017	

Final Submit

Landing / My Applications / Edit Application - TTK170412226907 / Financials: Operating Costs

Welcome Ms Tamlyn Mawa
Support

Financials: Operating Costs

Instructions

- The budget should reflect only the NRF contribution regarding the Operating Costs as defined in the Call documents.
- All requested funding must relate directly to the proposed research project, as requested from the NRF.
- Please ensure that you have read all the Call Information Documents and abide by the eligibility rules.
- Add new items, as required, in each category.

- Accommodation (SA researcher's budget onl
- Airfare (SA researcher's budget only)
- Consumables
- Costs for joint conferences and workshops
- International Conferences (Travel and Subsist
- International Visits (Travel and Subsistence)
- Local Conferences Attendance (Travel and Su
- Local Travel (Travel and Subsistence)
- Research Equipment
- Research/Technical/Ad Hoc Assistants
- Running Expenses (if not covered elsewhere
- Sabbatical
- Subsistence (SA researcher's budget only)
- Summary

THE BUDGET

Indirect costs:

- Expenses not directly related to the specific project you are applying for, but necessary to sustain the project, lab or institute

Administrative costs
Overheads Hidden costs
Operating Costs

- e.g. telephone, internet, utilities, office supplies (stationary) lab/office space, administrative support, etc

- **BUT** some funders will not fund indirect costs

Fundamental Concepts
INDIRECT COSTS

(List non-exhaustive)

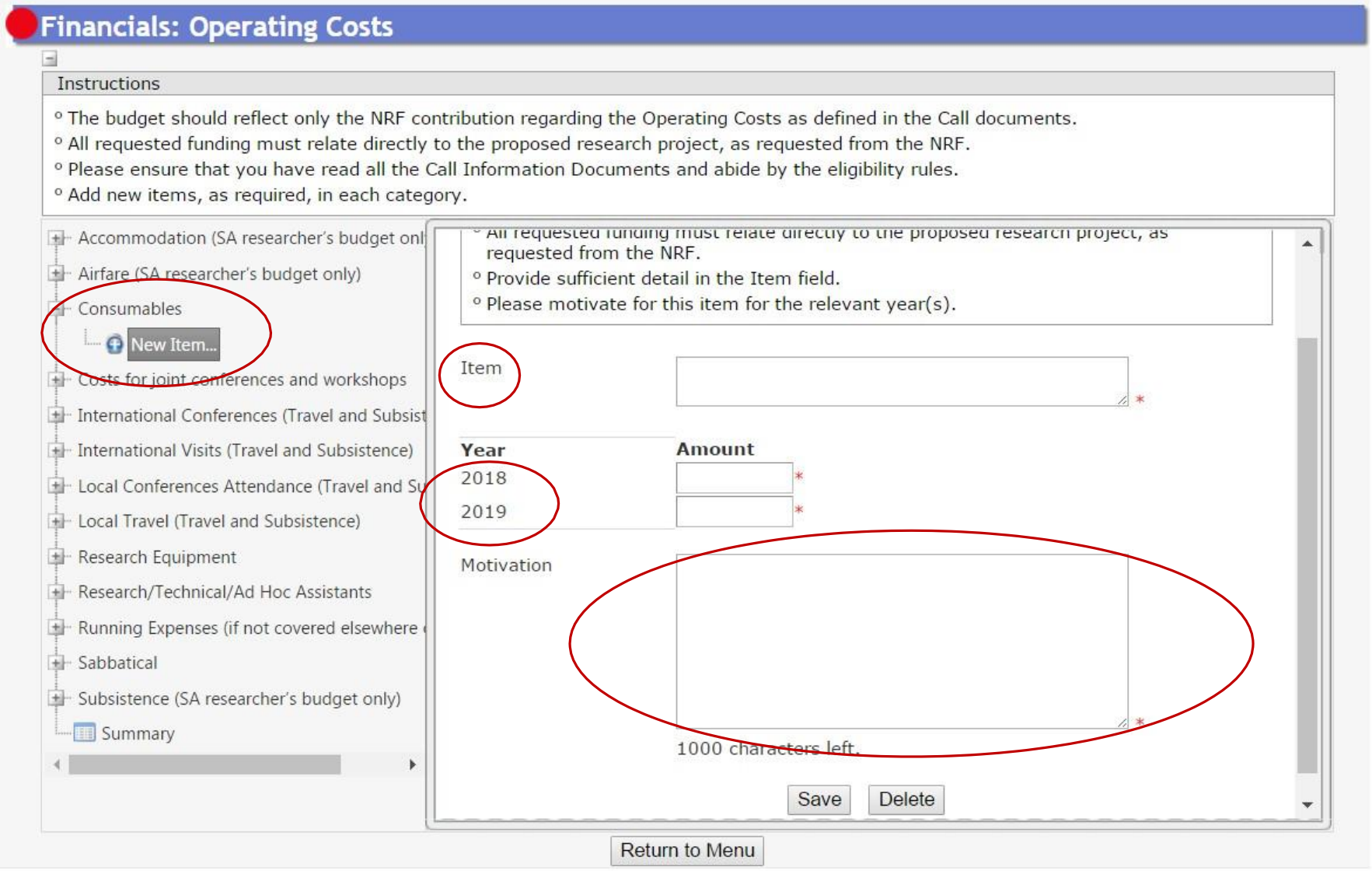
Name	Description
Building costs	Depreciation, maintenance and operation of buildings and equipment. Running costs for building space: heating, cooling, electricity, water, cleaning,sewage, landscaping and insurance
Administration	Procurement, accounting, management, internal audit, research support, legal, HR, library, student registration, secretariat, etc
Other	External audit, security, insurance, quality assurance, marketing, communication, Overheads (internet, telephone…)

- Some funders will not fund indirect costs
- Others funders will specify a limit
- Know your University Cost Recovery Rate (% negotiable?)

Taken from Dr Gaelle Ramon

THE BUDGET

- Institutional overhead costs/cost recovery?
- Some funders may specify a limit and only allow a specific % of overhead costs e.g NIH has an 8% F&A (Federal and admin cost) limit
- Added to your budget after calculating the operating costs for the project



Motivating your budget

Budget narrative/ motivation is essential / very important

- Motivation/justification for why the budget items are needed
- Explain how costs were estimated
- Be as detailed as possible
  - Rates/hour for Research Assistance
  - Exchange rates when buying in foreign currency (date of the calculation)
  - Give a detailed breakdown: Quantity x Unit price
  - Include VAT
- Get quotes for products, reagents, equipment etc …
- Estimated costs should be reasonable, complete and realistic (don't go for the cheapest quote if it won't do the job, but don't over-inflate costs)
- Over a 2-3 year period, account for inflation

Taken from Dr Gaelle Ramon

180 samples at the end of the experiment which will be subjected to DNA extraction….

Reactions performed in triplicate for each DNA sample with the inclusion of 20 standard reactions per 17 samples. Total qPCR reactions 752.

R0.77/µl 2xKAPA SYBR mix. 752 x 7.5 µl x R0.77/µl = R4 366.
Reaction tubes R155 per tube. 752 reactions x R 1.55 = R 1 168.

Total costs: R4 366+R1 168 = R5 534

BUT Kit comes in 10mls = R6000

Budget: conference travel breakdown

	Local conference (specify name, location, date) Present Real Prices (ZAR)	International conference (specify name, location, date Present Real Prices (ZAR)
Title of the conference	SACI, Johannesburg, 5-9/11/2018 (5 days)	ECM, Istanbul, Turkey, 2-8/08/2018 (7 days)
Flight	Return: R2 452	Return: R7 279
Additional travelling costs (trains, bus, car rental…)	Airport Taxi x2 = R150 x 2 = R300	Airport Taxi (CPT) x2: = R150 x2 = R300 Airport Bus (Istanbul) x2: R180 x2 = R360
Conference fees (use past years + 10%)	(2017 fees = R3500) 2018 fees = R3 850	(2017 fees = €500) 2018 fees = €550 = R7 834
Subsistence (Hotel & meals)	B&B = R450/night Meals = R250/day (R450+R250)x5 = R4000	SARS rate/day = €101/day = R1 438/day 7 days = R10 066
TOTAL Budget	R10 602	R25 839
TOTAL requested (Total allowed by funder)	R8 000– need for additional fund (R8 000)	R25 839 (R30 000)

Exclusions for the budget:

- Visa and permit fees; ---> to be secured through alternative funding
- Events not attached to the conference;
- Presentation of the same work at multiple conferences

Key Considerations

- Do you need to have your budget approved by the Department/ Faculty/ University before submission?
- Are there any co-contribution expected of the PI Department/ Faculty/ University?
- Do not agree to a budget until finance professionals have assessed it (finance officers/managers)

Taken from Dr Gaelle Ramon

Table 4: Financial Categories NOT Supported under the Thuthuka Grant

Online Application Categories	Thuthuka Grant
International Visits	Not Funded
Costs for Joint Conferences and Workshops	Not Funded
Airfare	Not Funded (please include airfare costs where applicable under International conference, Local conference or Local travel)
Subsistence	Not Funded
Accommodation	Not Funded (please include accommodation costs where applicable under International conference, Local conference or Local travel)
Lecturer Replacement	Not Funded

THE BUDGET

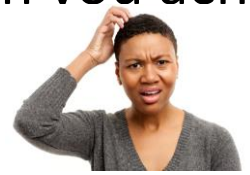
Once you get the funds….

- Once funded, the budget remains important
- Reporting requirements include reporting on actual costs vs projected costs
- Any variations/ unanticipated expenses may require approval
- Financial mismanagement will tarnish your reputation and earn a black mark with that funder

- Taken from: Dr Dionne Miles, Senior Grant-writer, Research Office

Often, you will not get the full budget that you requested

STEP 1: What can you achieve with the amount awarded?



BACK TO THE DRAWING BOARD

STEP 2: What other sources of funding can you utilise to cover any shortfall. If none, apply for more funding!

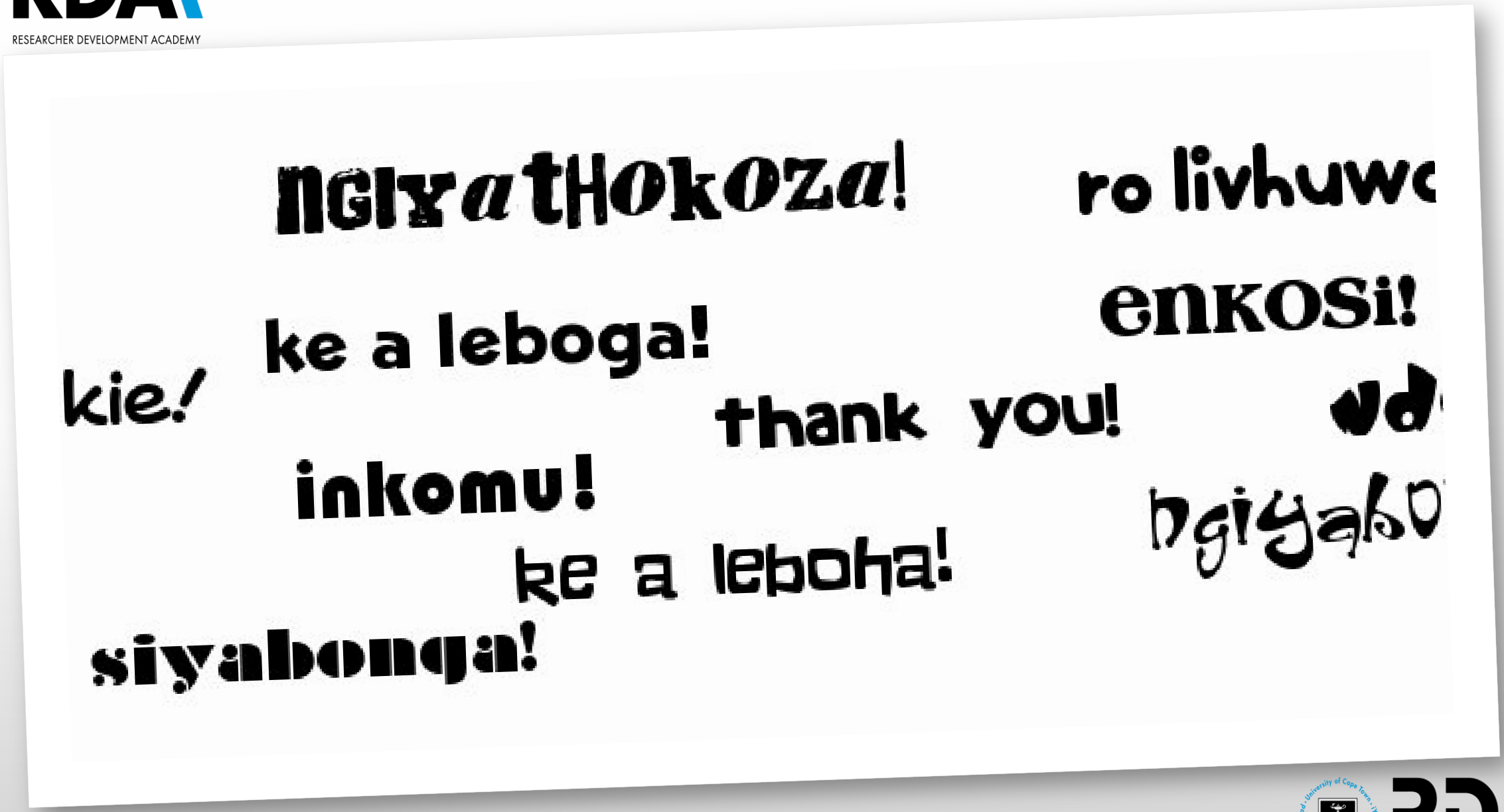
Frequently Asked Question:

Can I apply to multiple funders for the same project?

- KNOW THE DANGER OF DOUBLE DIPPING

Taken from Dr Gaelle

						MONTH													
						July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June		
RESEARCH OBJECTIVE	RESEARCH ACTIVITY	EQUIPMENT REQUIRED	RESPONSIBLE PERSONNEL	MILESTONES	OPERATIONAL RESOURCES														



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