



MAKERERE UNIVERSITY



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Research funding and building functional research networks

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**Building Institutional Capacity
for Faculty Researcher Development Funding and Management of
Sponsored Research**

1st Research Management Workshop for Department - MAK

**Grand Global Hotel
August 9th 2019**



MAKERERE UNIVERSITY



FOUNDED IN 1922

- Students focusing on time
- for voluntary research in the unit
- Databases for funders
- Improve sponsored research at uni
respond to needs of society.
- research opportunities
- Exit of Good students eg. funds
- Support on vis expenses, publishing
- unlearn & learn \neq research mgt.
- University plan, boost research.
- Good practices in research.
- learn from others.

Van: "Charles Masembe" <cmasembe@cns.mak.ac.ug>
Aan: "gerard den Ouden" <gerard.den.ouden@telenet.be>
Cc: cmasembe@gmail.com

Verzonden: Maandag 5 augustus 2019 13:17:36

Onderwerp: request for guidance PPTs FW: Scan of Invitation for Research Management Workshop for Department Heads

Gerard den Ouden
gerard.den.ouden@telenet.be

Dear Gerard,

I have been requested by Makerere University to make a presentation on "Research funding and building functional research networks".

I have attended some of your facilitation workshops here in Uganda and I see that most of what you have taught us, applies to the above situation.

This is therefore to request you for any ppts that you can share freely in this area.

I will duly acknowledge the source of this when presenting.

From: <gerard.den.ouden@telenet.be>

Date: Monday, 5 August 2019 at 20:19

To: Charles Masembe <cmasembe@cns.mak.ac.ug>

Cc: "cmasembe@gmail.com" <cmasembe@gmail.com>

Subject: Re: request for guidance PPTs FW: Scan of Invitation for Research Management Workshop for Department Heads

Dear Charle,

I see you have only 25' which is not a lot. Let me know which ones you want. I can also prepare for you sole slides this week.

Whatever situation, I would appreciate you mentioning my name.

I would, to be honoust, very much like to prepare a workshop for MAK. You know how I work.

Regards,

Gerard

Experiences

- Baby steps
- Friendly, win - win, give in at wait at the corner. Skills
- Team building/encouragement/patience
- Politics of science
- Scientific diplomacy
- Agendas: local - global
- Unlearn the science and learn the funder requirements
- Attend workshops/conferences ref publications
- Visit labs – short visits

Funding Bulletin - 08.08.19



John McHugh

Thu 08/08/2019 11:12

bahcm-announce@glasgow.ac.uk; bakkerke@umich.edu; Charles Masembe; Christopher Mort +8 oth



08 Aug 19.xlsx

45 KB

Good morning,

Please find attached the latest edition of the funding bulletin.

Best wishes,

John McHugh
Research Support Administrator

College of Medical, Veterinary and Life Sciences

Graham Kerr Building, Rm 203
Glasgow University
G12 8QQ

Tel: +44 (0) 141 330 2610

E-mail: John.McHugh.2@glasgow.ac.uk

The University of Glasgow, charity number SC004401



FundsBeeLine Search Alert



FUNDS BEELINE <noreply@fundsbeeline.com>

cmasembe@cns.mak.ac.ug

Thursday, 8 August 2019 at 19:04

[Show Details](#)

A copy of this message is on the server.

FundsBeeLine Saved Search Criteria Alert

Hello Charles Masembe

Below are opportunities that match your search criteria:

- [Dan David Prize Call for Prize Nominations 2020](#)
- [Call for Scholarship Applications 2020](#)
- [The Lisa Jardine Grant Scheme](#)
- [Charles Bullard Fellowship in Forest Research](#)
- [Science & The Big Questions; Philosophy & Theology](#)
- [Science & The Big Questions; Human Sciences](#)
- [Science & The Big Questions; Natural Sciences](#)
- [Character Virtue Development](#)
- [Individual Freedom & Free Markets](#)
- [Exceptional Cognitive Talent & Genius](#)
- [Genetics](#)
- [Voluntary Family Planning](#)
- [The Emile-boutmy scholarship- Masters level](#)
- [Eiffel Scholarship Program of Excellence](#)



EAST AFRICAN COMMUNITY (EAC)



INTER-UNIVERSITY COUNCIL FOR EAST AFRICA



GERMAN DEVELOPMENT BANK

EAC SCHOLARSHIP PROGRAMME

Call for Applications from Students in the East African Community (EAC) to pursue KfW

Programme Applied for	Theme	University/ Institution	Country
Master of Science in Physics	Science	Kyambogo University	Uganda
Masters in Public Infrastructures Management	Business Science	Makerere University Kampala	
Master of Science in Zoology, Entomology and Fisheries Science	Science		
Master of Science in Statistics	Business Science		
Master of Science in Technology, Innovation and Industrial Development	Technology		
Master of Science in Biology	Science	Mbarara University of Science & Technology	
Master of Science in Chemistry	Science		
Master of Science in Medical Laboratory Science			

Strategic decisions 1&2 eligible/competitive

1 – are you **ELIGIBLE** ?

- Are you a registered public or private institution from an eligible participating country?
- Do you have at least a 3-year record in the formulation and/or implementation of research activities in Africa?
- Are they within the priority topics?

If this is YES, YES, YES – continue to number 2

2 – are you **COMPETITIVE ENOUGH** ?

- Are you regionally competitive within one or more of the priority topics?
- Do you have the people on the ground (Faculty...) to do the leg work?
- Are you willing to co-operate and accept each other mechanisms?

If this is YES, YES, YES – you are good to go!

If you have a single NO on this slide, you should not opt to submit a proposal !

Strategic decisions 3&4 – if running

Once you have decided to compete for a research grant :

3 – how to **RUN** the internal process ?

- Top down with managers setting priorities?

or

- Bottom-up with departments / units setting priorities
 - If bottom-up, will there be an internal M&E process?
 - If so, how will it run (criteria, internal/external experts, deadlines...)?

4 – how much to **INVEST** ? (staff time and funds)

- How many resources will you (the organisation) invest?
 - What makes department / unit eligible to tap into these resources?
 - What are the procedures to follow to get the resources?
 - How is priority made if there are more needs than resources?

Strategic decisions 5&6 – if not running

Once you have decided NOT to join the partnership :

5 – do you want to be an ASSOCIATED PARTNER ?

- Are you regionally relevant within one or more of the priority topics?
- Do you have the people on the ground who are interested and committed?

If YES, YES continue to question 4

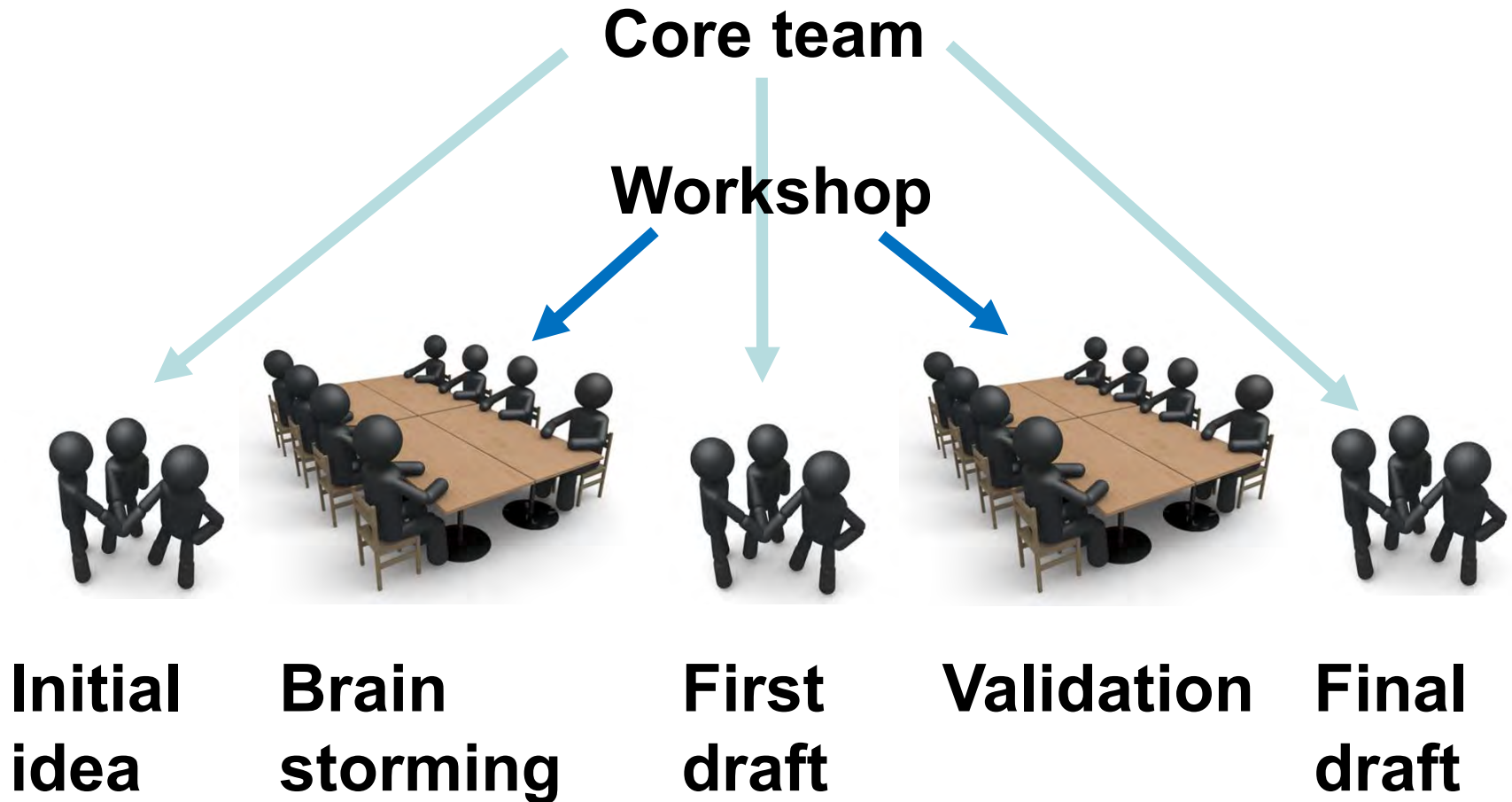
6 – WHOM to associate with ?

- Which institution(s) that you have existing relationships with is the 'best bet' for co-operation within your priority topic(s)?
- Why would you associate with them – what do you expect to gain?
- Why should they associate with you – what is your competitive advantages?

Set the right proposal writing team

- ✓ **Strong visionary leader / proposal manager**
- ✓ **1 – 2 young (mentally) energetic members from relevant department / unit in-house**
- ✓ **3 – 5 Key partners (idea sharing, synergy, complementarity, relevance, manageable)**
- ✓ **Good proposal writer (might be available among the persons above)**
- ✓ **Good editor (neutral person not involved in the drafting)**
- ✓ **Invest – Allocate time and resources**

Design an inclusive proposal process



Situation analysis

Needs assessment

STAKEHOLDER ANALYSIS

STAKEHOLDER ANALYSIS

A systematic collection and analysis of qualitative information to determine the interests and influence of different individuals, groups and organisations in the formulation and implementation of the project. Basic stakeholder analysis identifies key partners for planning and decision-making as well as stakeholders that need to be consulted and kept informed during the project formulation and implementation.

Stakeholders

Domain	Categories	Interests	Importance	Influence
Owners				
Managers				
Employees				
Customers				
Environmental				
Social				
Government				
Suppliers				
Competitors				
...				

RESEARCH PROBLEM

- **Clear and precise, researchable (operational and measurable), what is already known (literature and other information), identification of what would be studied, Identification of an overarching question or small set of questions, identification of key concepts and terms, articulation of boundaries, importance-benefits-justification, ‘jargon’.**
- **What are the major factors (socio-economic, cultural, programmatic, technological, managerial...) that may contribute to the problem.**

Logical Framework Matrix

Intervention Logic		Assumptions
Overall objective(s)		
THEN ← IF Specific objective →	are valid ← is achieved AND →	assumptions for achieving the overall objective(s)
THEN ← IF Results →	are valid ← are achieved AND →	assumptions for achieving the specific objective
THEN ← IF Activities →	are valid ← are carried out AND →	assumptions for achieving the results
THEN ←	are valid ←	IF pre-conditions for starting up the project

Institutional Sustainability

An institution should be deemed sustainable if it has the strength to survive and develop to fulfil its functions on a permanent basis with decreasing levels of external support.

More specifically, one would consider an institution or a long-term project to be sustainable if it were likely to be able :

- to secure necessary inputs and support;**
- to provide, efficiently and effectively, a continuing stream of activities and outputs**
 - that are valued by its stakeholders (members, clients, and/or superiors);**
 - for as long as the institution is needed.**

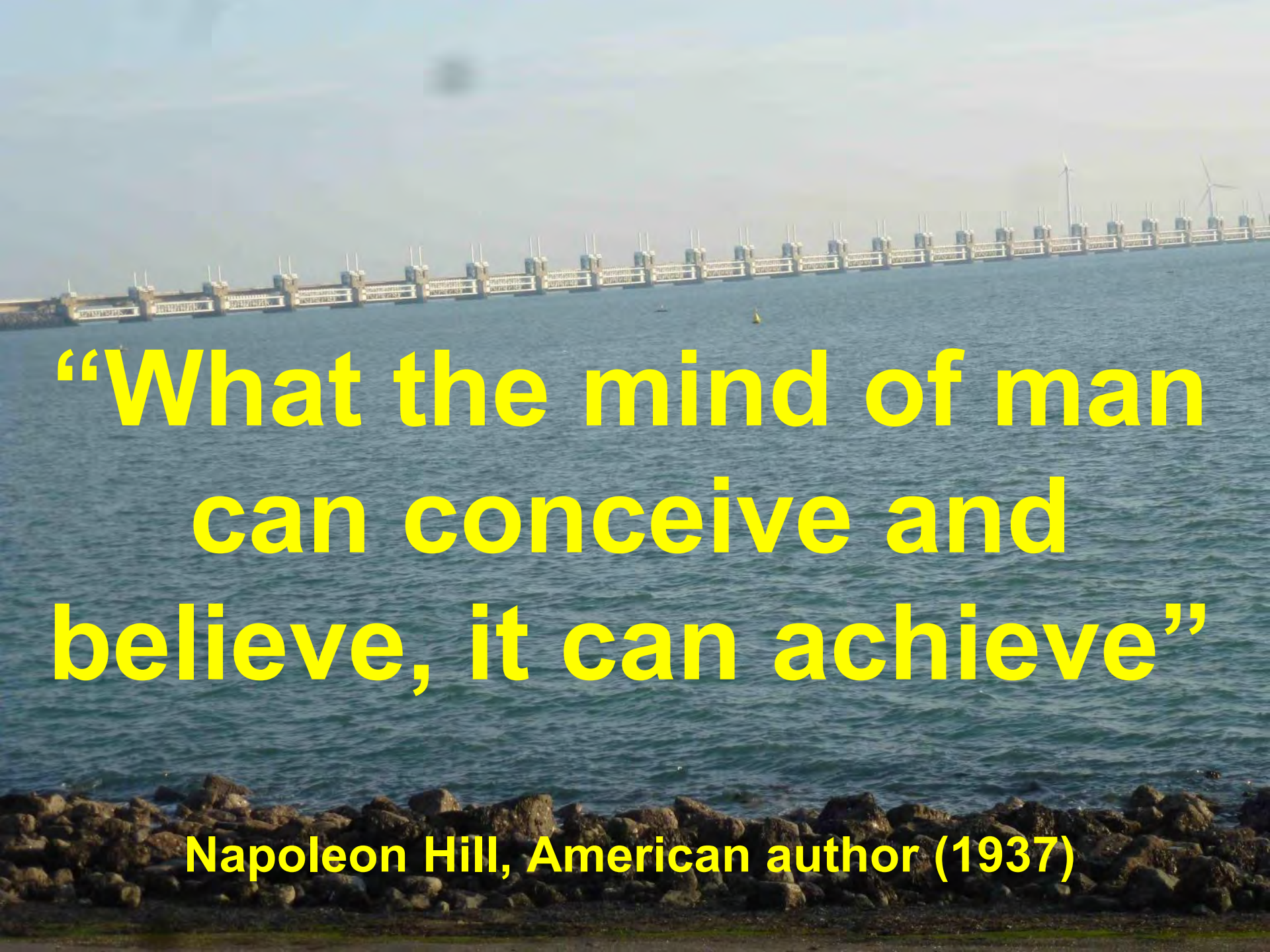
Partnership

Forming an eligible partnership must be based on:

- ♪ A sound project idea**
- ♪ A real need for synergy and complementarity**
- ♪ A selection of relevant partners**
- ♪ An optimum number of partners, i.e. a partnership that combines all the required competences, where each partner has a well-defined role and where partners share project activities and benefits in a balanced way**

Role of partners

- **What do you as Applicant expect from each partner?**
- **What can be expected from the Applicant?**
- **How/to what degree will the Applicant involve the Partners in decision making?**
- **Are all Partners represented in the project governing body / management team / ...?**
- **Will all Partners be invited to the annual meetings and how will the cost be covered ?**
- **Can Associates and other stakeholders participate in (annual) meeting as observers at their own cost?**

A photograph of a long dam with multiple spillways stretching across a body of water. In the background, several wind turbines are visible on the horizon under a clear sky. The foreground shows a rocky shoreline.

**“What the mind of man
can conceive and
believe, it can achieve”**

Napoleon Hill, American author (1937)