



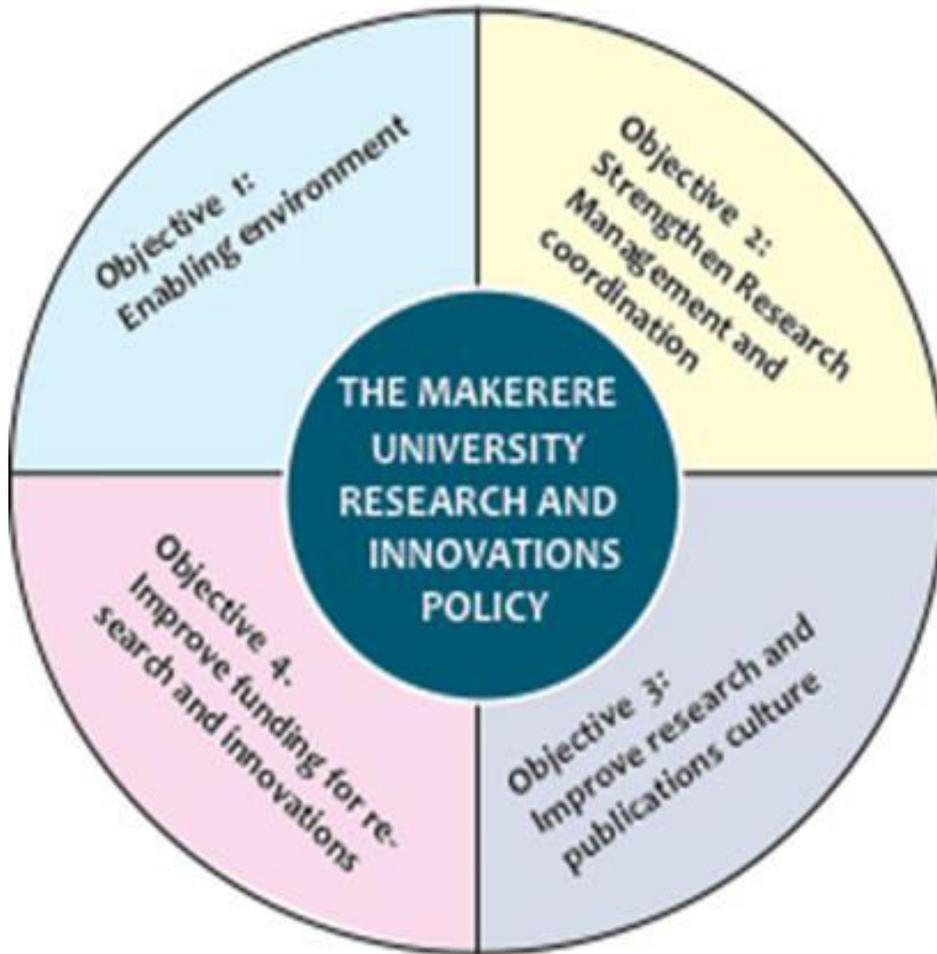
INAUGURAL HOD'S WORKSHOP

Research Governance & Organisational Capacity: Role of Central
Research Office/ Directorate

Buyinza

Friday 9th August 2019

Grand Global Hotel



Vision:

To be the leading institution for academic excellence and innovations in Africa

Mission:

To provide innovative teaching, learning, research and services responsive to National and Global needs

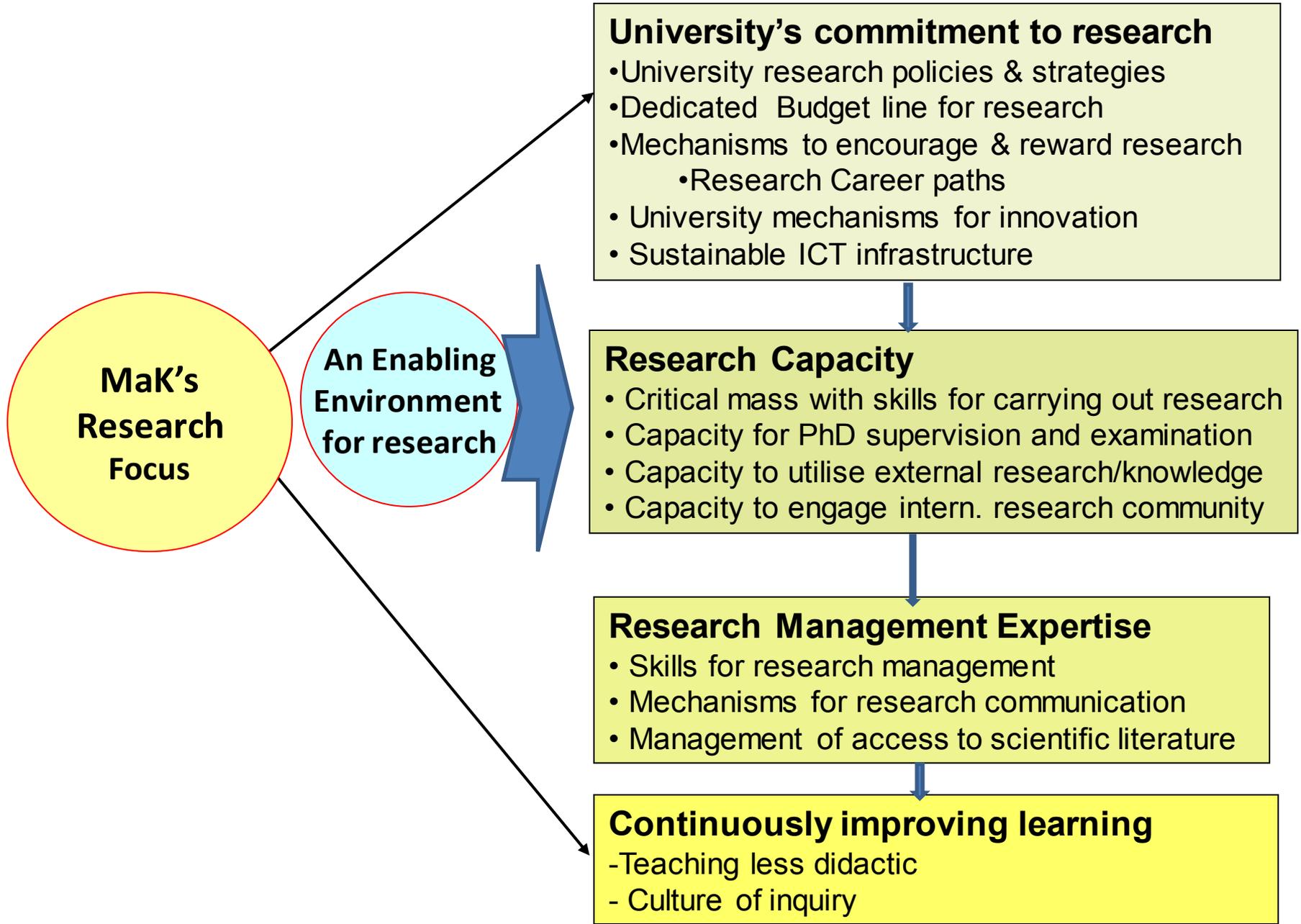
Core Values:

Allegiance to the Institution, Integrity, Customer Responsiveness, Professionalism, Openness to Diversity

Research Agenda

1. Health and Health Systems
 2. Agricultural (crop & Livestock) transformation, Food Security and Livelihoods
 3. Natural Resources Management and Climate Change
 4. Education and Education Systems
 5. Governance, Culture, Visual Arts, Social Justice, Communication and Sustainable development
 6. Science and Technology
- A. Biotechnology
 - B. Knowledge Translation
 - C. Gender
 - D. Human Resource Development

University Research capacity



Research Governance

- Purpose of Research Governance is to ensure the highest standards of quality in research. This covers scientific quality and standards of ethics, and all related management aspects in the setting up, conduct, reporting and progression.

Research Management & Governance

At Makerere, we focus on three key areas

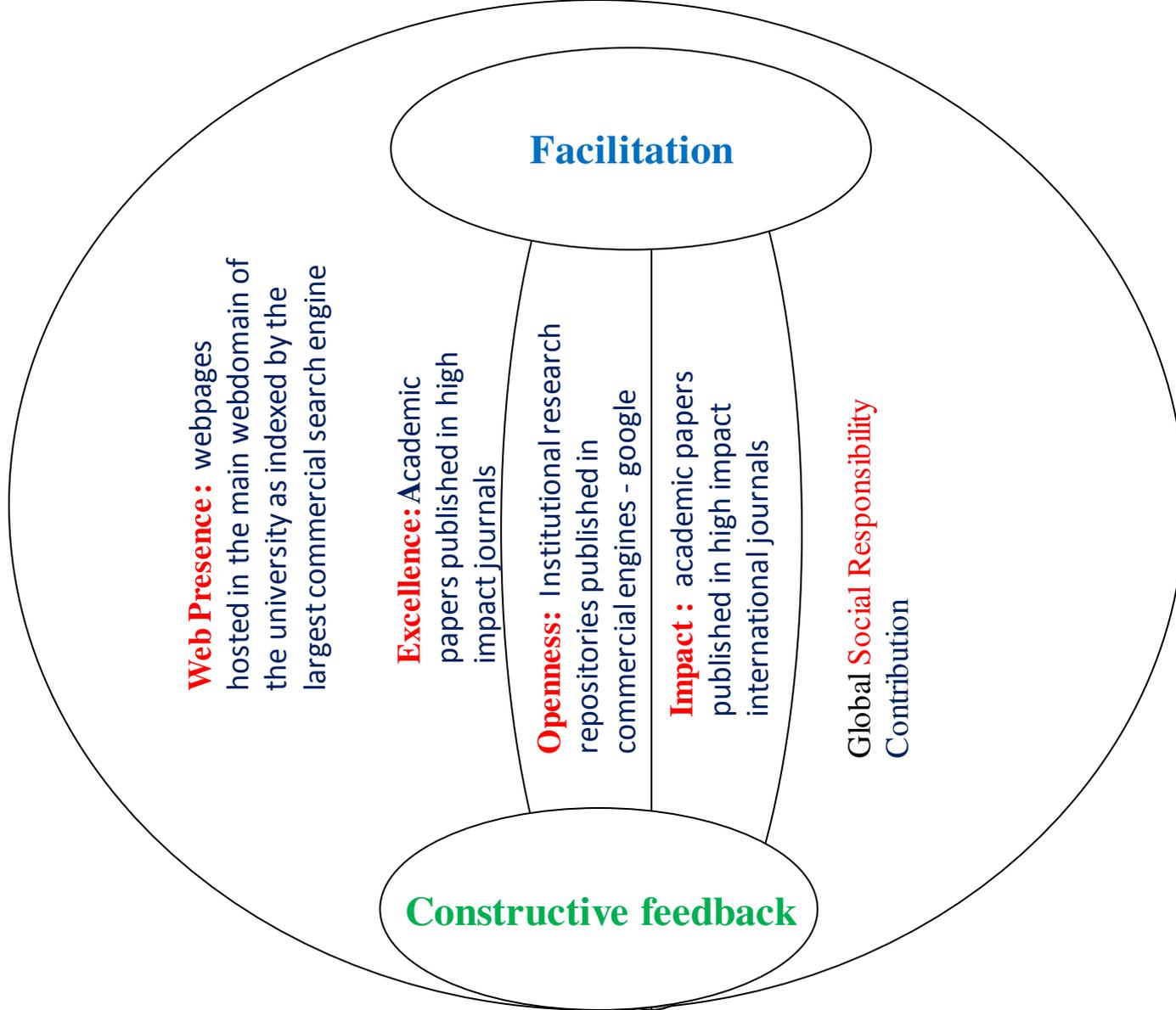
- **Research support structures**: resources required to fund central and local support structures.
- **Research management functions**: financial, legal and contractual requirements
- **Research Governance**: Governance and best practice, including Codes of Conduct, Ethical Practice

Need for Research Governance Structure

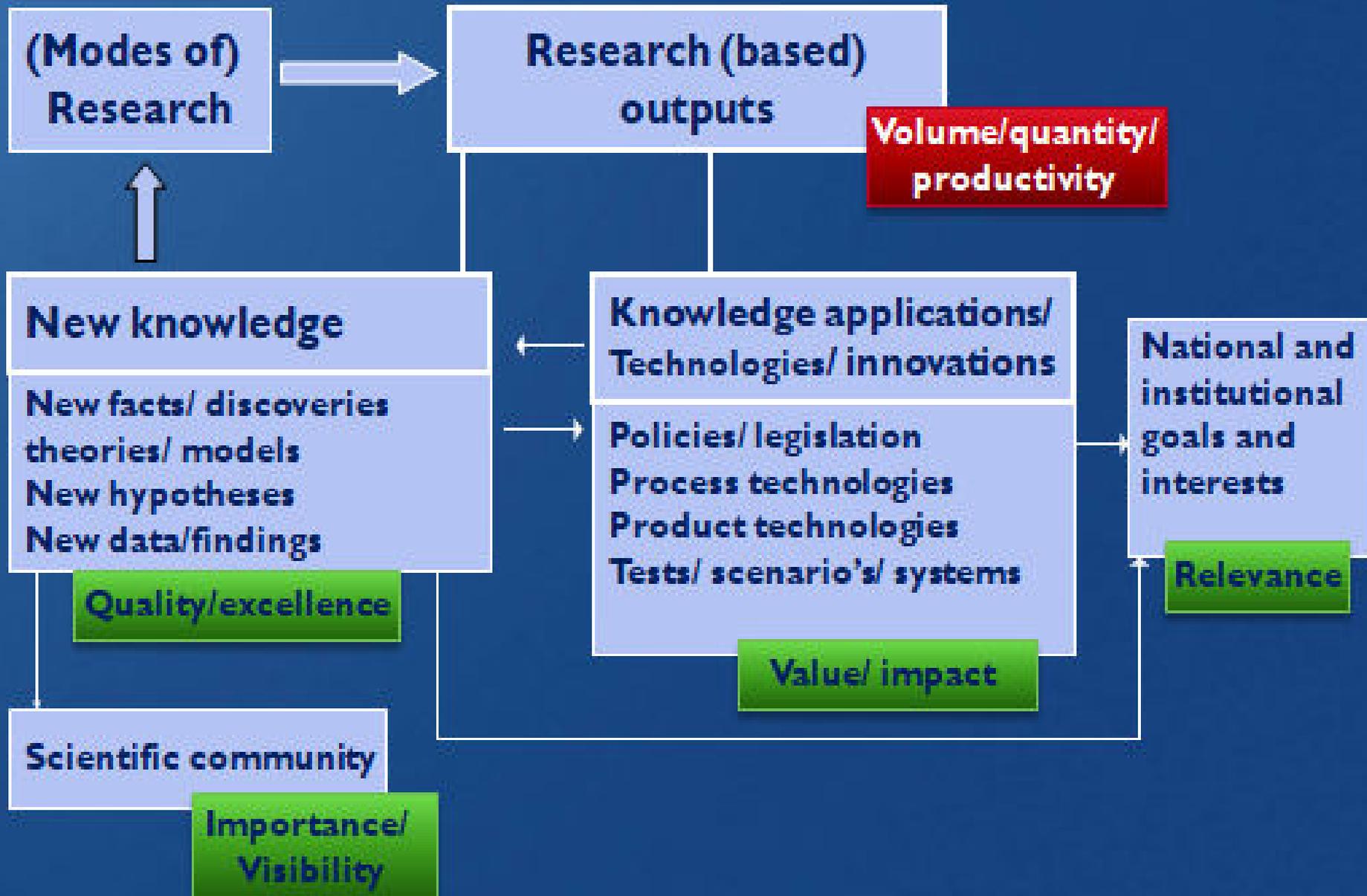
Enhanced Institutional performance

- **Excellence** (quality of research produced) – also in comparative perspective
- **Visibility and recognition** (how visible is the university internationally – usually measured through citation impact)
- **Efficiency** (output/ input e.g. nr of research papers per researcher/ staff member)
- **Comparative performance** (benchmarking or ranking measures) i.t.o. output measures, citation measures.

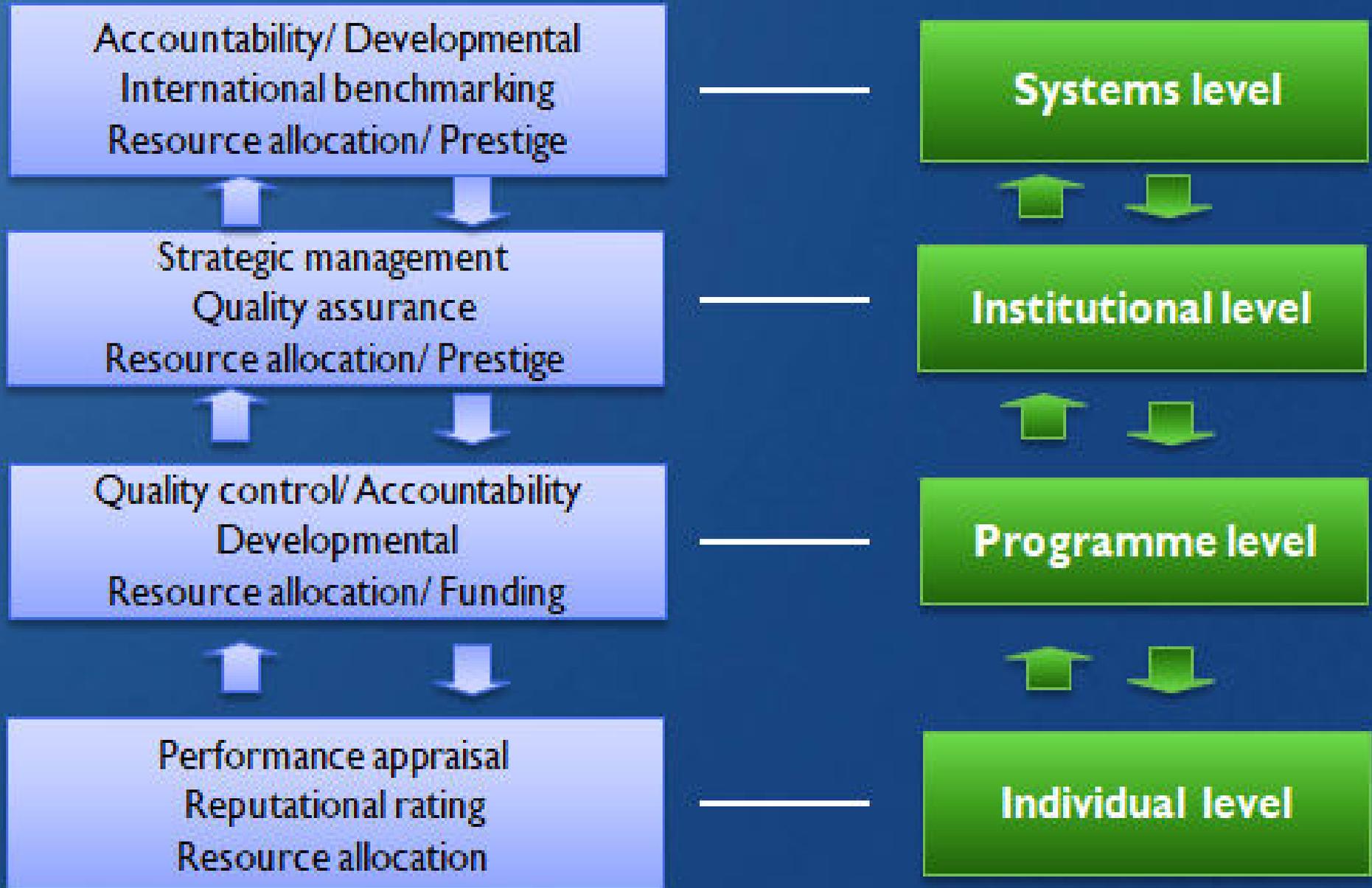
Need for planned Research Governance?



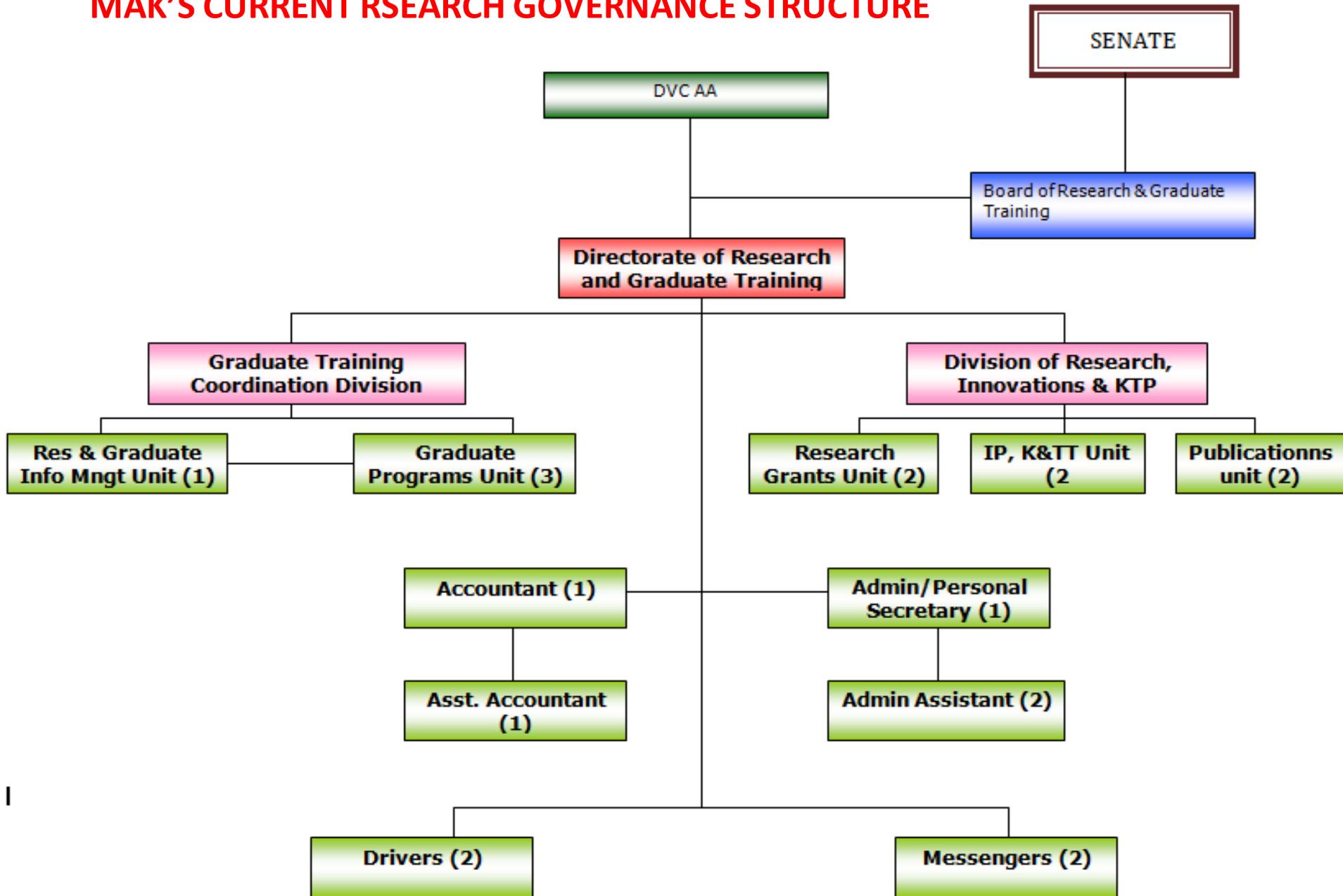
Need for planned Research Governance?

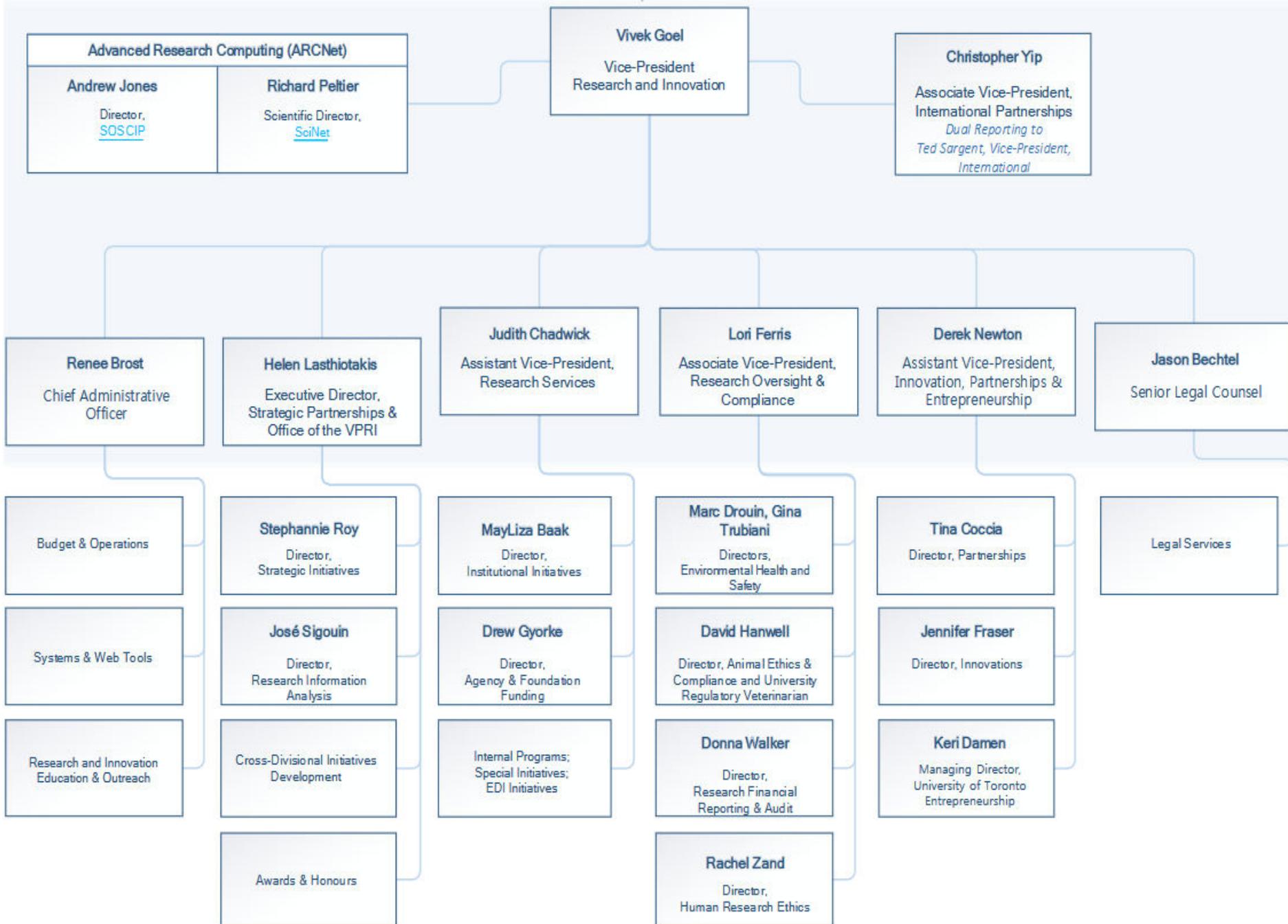


Multi-stage Research Governance



MAK'S CURRENT RESEARCH GOVERNANCE STRUCTURE





**OFFICE OF THE VICE PRESIDENT FOR
RESEARCH AND INNOVATION**

**FISCAL AND ADMINISTRATIVE
OPERATIONS**

OFFICE OF RESEARCH SERVICES

Information Systems Support
Contracts and Grants Administration
Financial Compliance
Projects Fiscal Accounting
Projects Financial Services
Cost Studies and Rate Analysis

**OFFICE OF INNOVATION AND
COMMERCIALIZATION**

Office of Technology Transfer
UH Ventures
Strategic Grants Development Office

APPLIED RESEARCH LABORATORY

OFFICE OF RESEARCH COMPLIANCE

Human Studies Program
Animal Welfare and Biosafety Programs
Animal and Veterinary Services Program
Office of Research Integrity
Office of Export Controls

OFFICE OF STRATEGIC INITIATIVES

Academy for Creative Media
STEM Pre-Academy

Scientific Review

Ethics Review
- Informed Consent
- Data Protection

Costing system
Financial probity

Contract
negotiations

**Summary of
the Research
Governance
Standards**

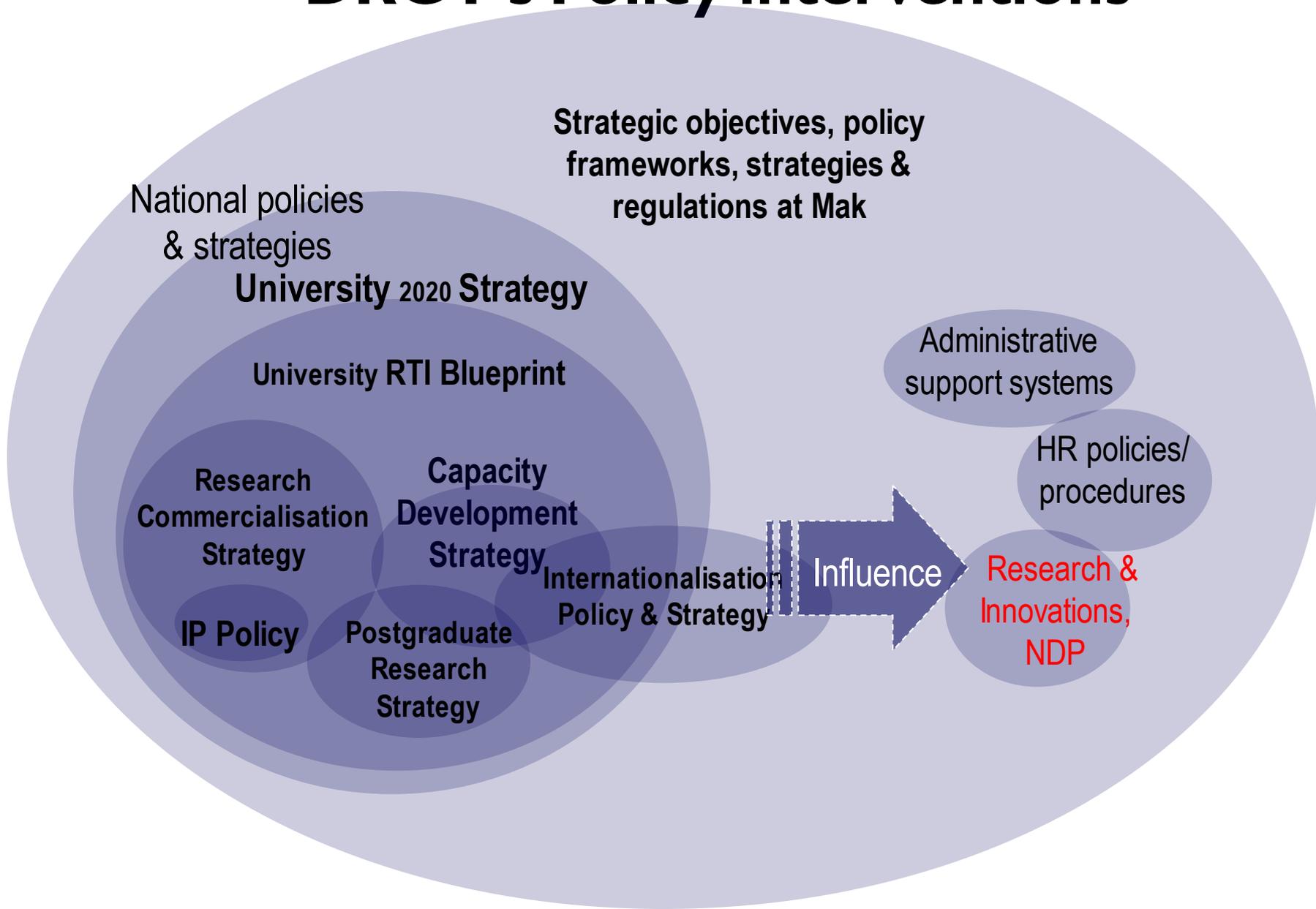
Monitoring
- **Adverse Events**
- Preventing **Fraud & Misconduct**

Awareness raising
**Access to &
dissemination of
research results**

- **Intellectual Property:**
**Identifying, owning, &
exploiting**

Institutional
authorisation of research
- Written **agreements**

DRGT's Policy interventions



Functions of DRGT

- Implementing the University's **research policy**
- **fund-raising** for research
- Ensuring effective distribution and **efficient use of research funds**, in line with priority areas identified in the University's strategic plan
- **Setting standards** and ensuring effective dissemination of high quality research output
- representing the interests of the University in **contractual relationships**
- Establishing systems for **ethical clearance**
- Patenting and commercialisation of **IP**

Strategic Research focus

- i. To **create an enabling**, transparent and efficient environment for research and innovations
- ii. To strengthen **research management**
- iii. To improve research and **publications culture**
- iv. To improve **funding** for Research & STI
- v. To improve the **institutional profile** through research and innovations.

Strategy

- Promotion of a **mentoring and apprenticeship** culture/approach in research
- Provision of **research support services**
- Review of the **research agenda** shall be pegged to the review of the University Strategic Plan.
- Facilitation of national, regional and international **collaboration, and global networking**
- **Create centres of excellence** that are adequately equipped and maintained for use by all interested parties in the University in a sustainable manner
- Strengthening of the **research management** at institutional and unit levels

Strategy

- Improvement of research and publications culture
- Provision of incentives /reward for research (20% protected time)
- Provision of and support to platforms for dissemination of research outputs
- Improvement of funding for research and Innovations
- Support to staff to Continually update their skills in research management

What else is special within MaK' Research management ecosystem?

- RESEARCH COMMUNITIES



- UNIVERSITY-WIDE INTERDISCIPLINARY RESEARCH OPPORTUNITIES



- STUDENTS AS AGENTS OF CHANGE



ASPIRE

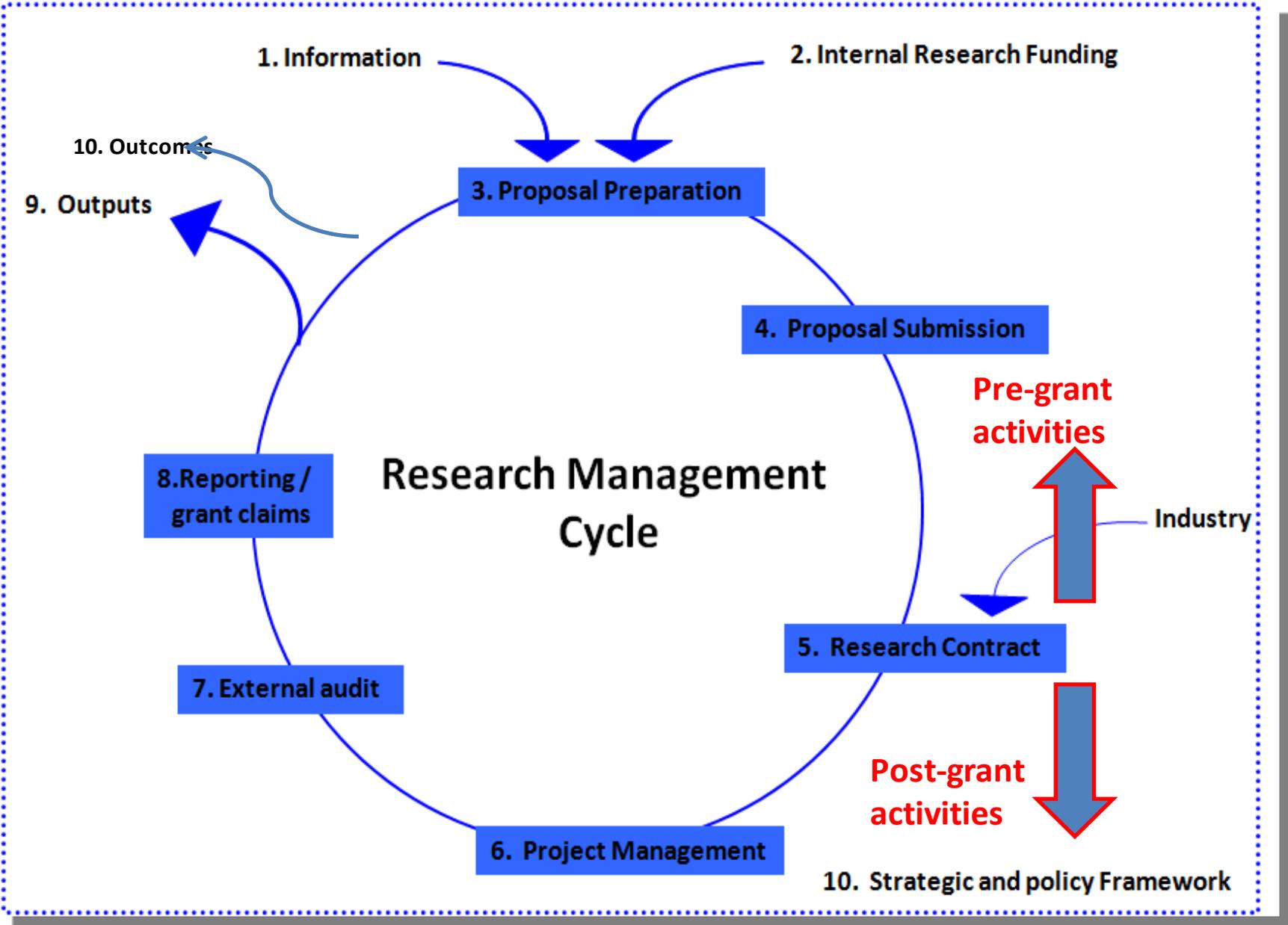
Accrediting
Staff
Professionalism
In
Research-Led
Education

- Staff development focus on academic practice and on research-led education

A well-developed Research governance framework ensures that

- Research is promoted as a valued activity in the institution
- Good research **practice and ethical research practice** are described and promoted;
- Responsibilities and **accountabilities** for actor are understood
- processes used are **appropriate to the institution's research environment** and recognize the relative risk of certain types of research
- **Monitored and evaluated** and the framework is modified as appropriate;
- **Self-regulation** of all contributors to research upon which the preservation of research integrity depends
- **Rights and reputations of researchers** and research participants are respected and conflicts of interest are declared; and
- Outcomes of research are **communicated responsibly**

Makerere's Research Management cycle



Institutional research governance framework

Four project lifecycle stages:

- Stage 1: Project design (Concept)
- Stage 2: Authorisation (Pre-commencement)
- Stage 3: Delivery (Post-Authorisation)
- Stage 4: Project closure (Completion)

Knowledge Transfer Partnerships

Technology Innovations



Maka Pads



Research in



Energy Efficiency



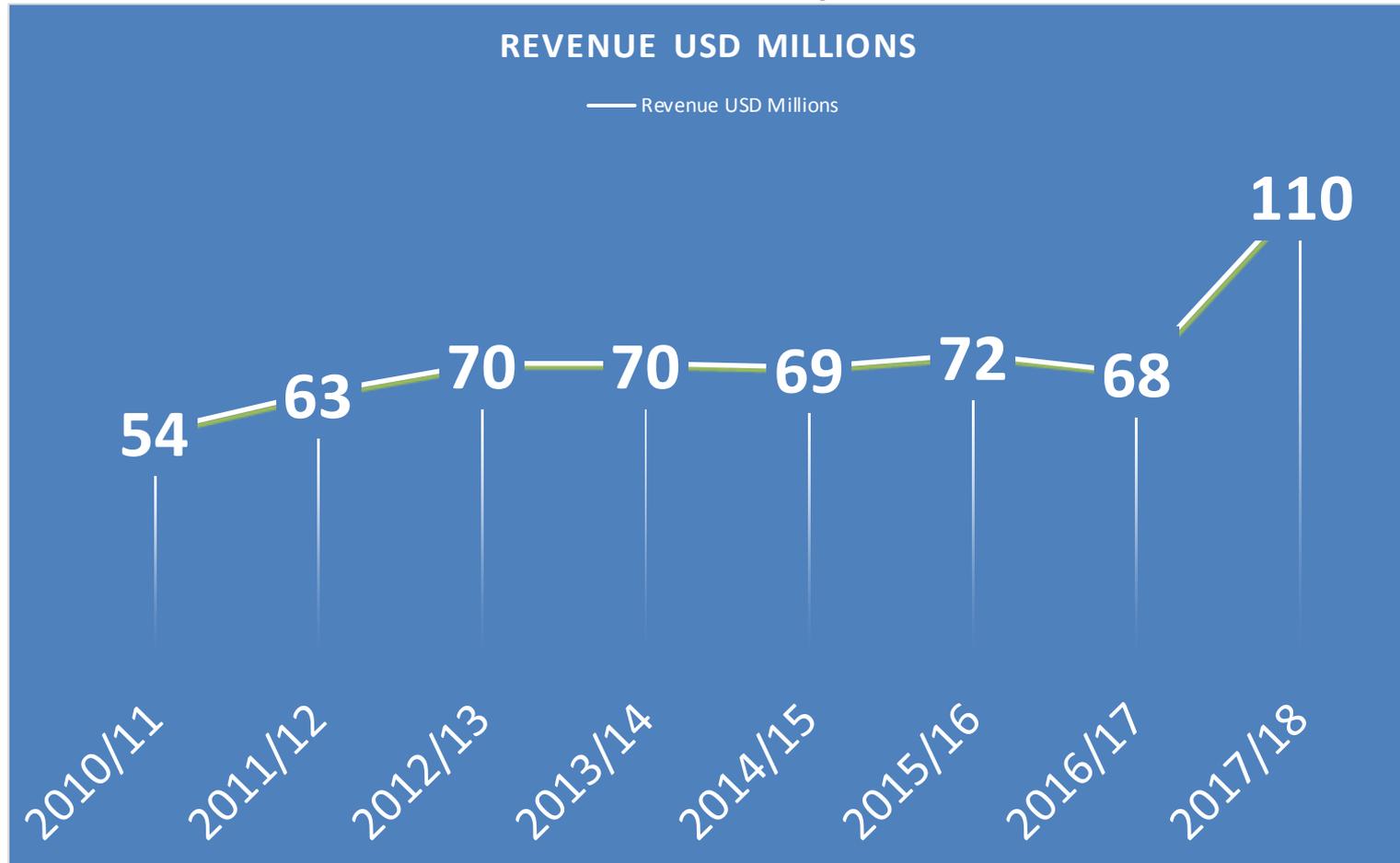
Mak 4% share in Kiira EV Company



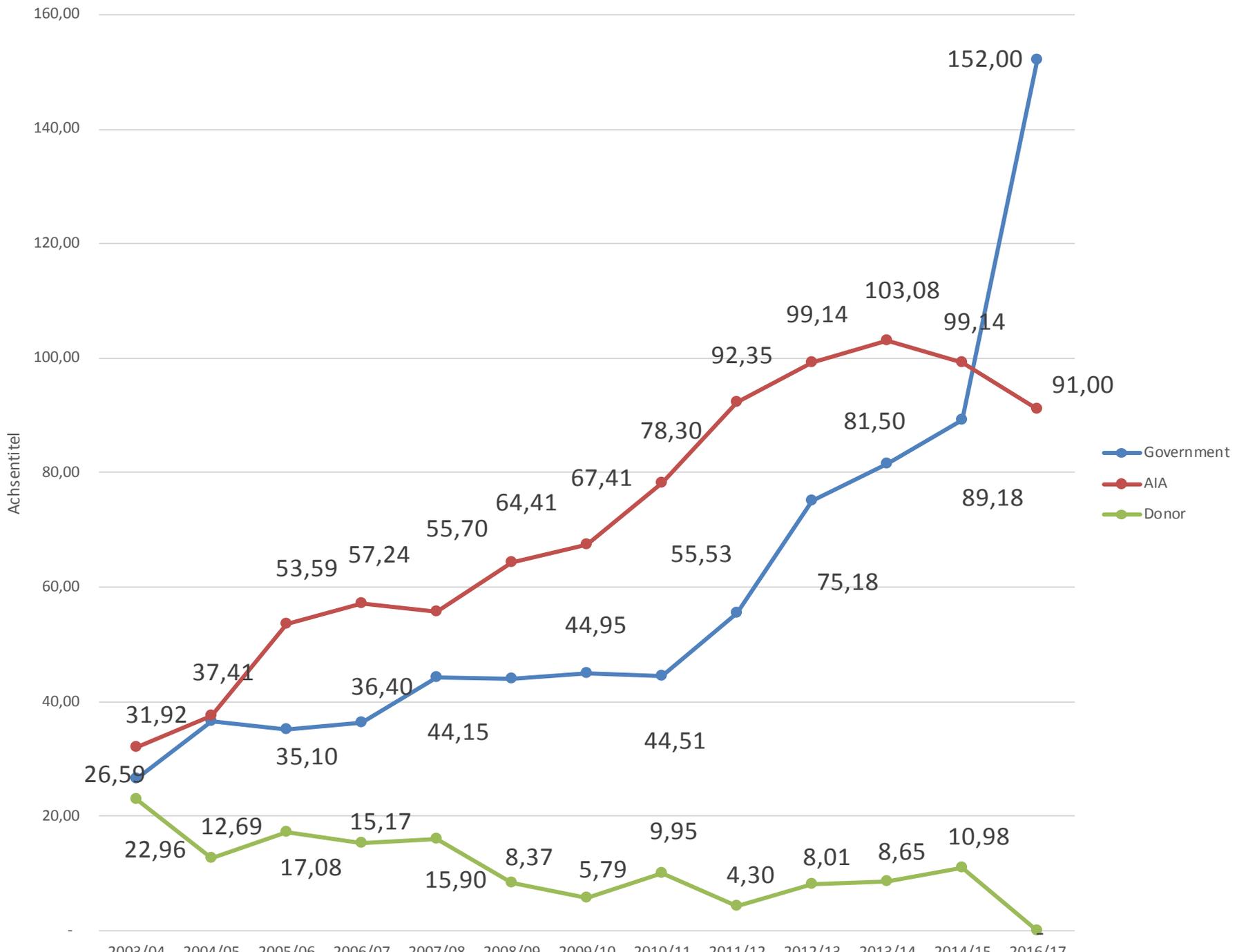
Mak's Funding Mix 2011-2018

Year	Government Sources	% of total	Internal Private Sources	% Total	Donors External Sources	% of total	Total Income
2011/12	44.51	34%	78.3	59%	9.95	7%	132.76
2012/13	55.53	36%	92.35	61%	4.3	3%	152.18
2013/14	75.18	41%	99.14	54%	8.01	4%	182.32
2014/15	81.5	42%	103.08	53%	8.65	4%	193.24
2015/16	89.18	45%	99.14	50%	10.98	6%	199.3
2016/17	115.06	53%	94.94	44%	6.45	3%	216.45

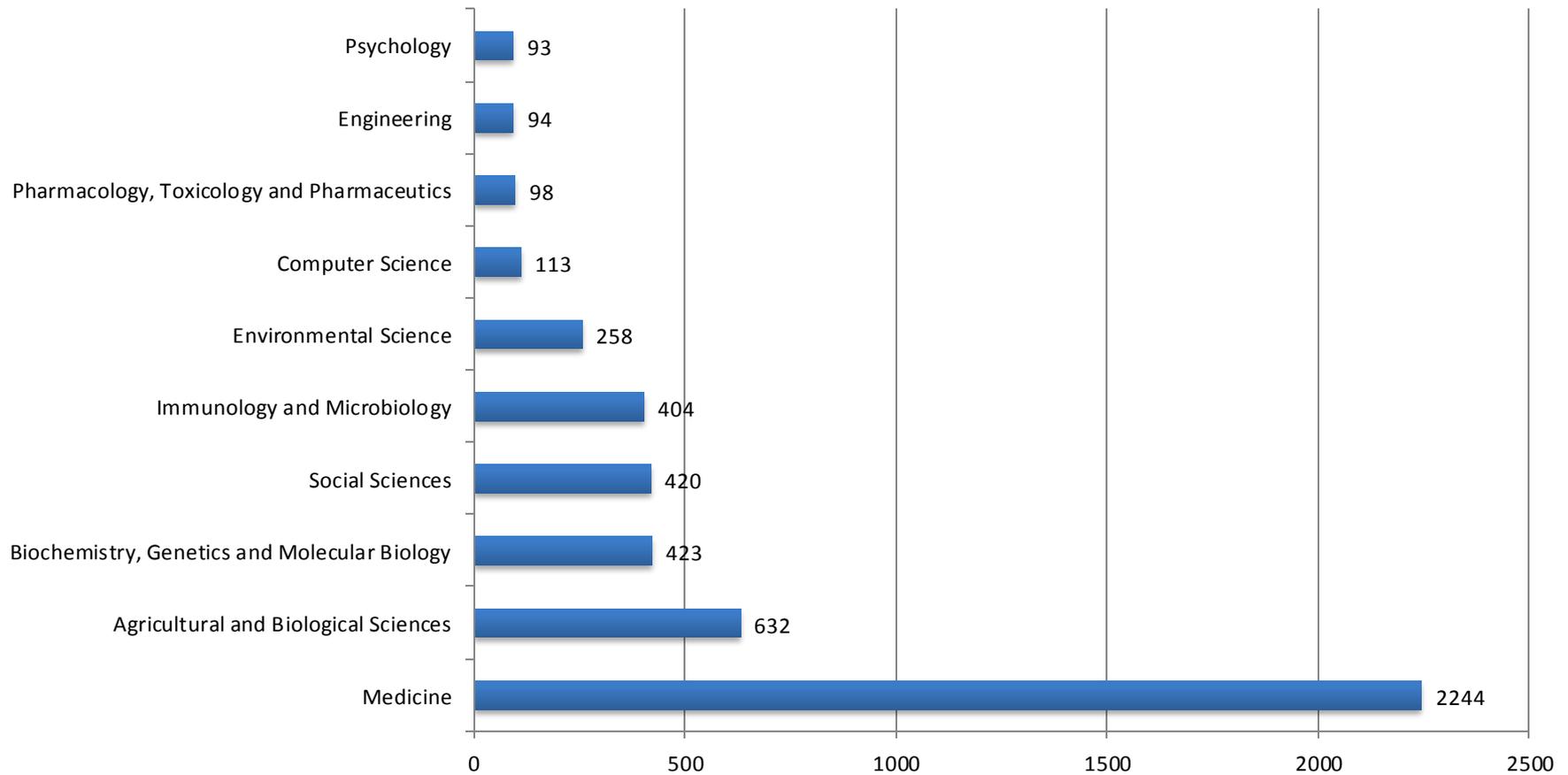
Is this financial improvement?



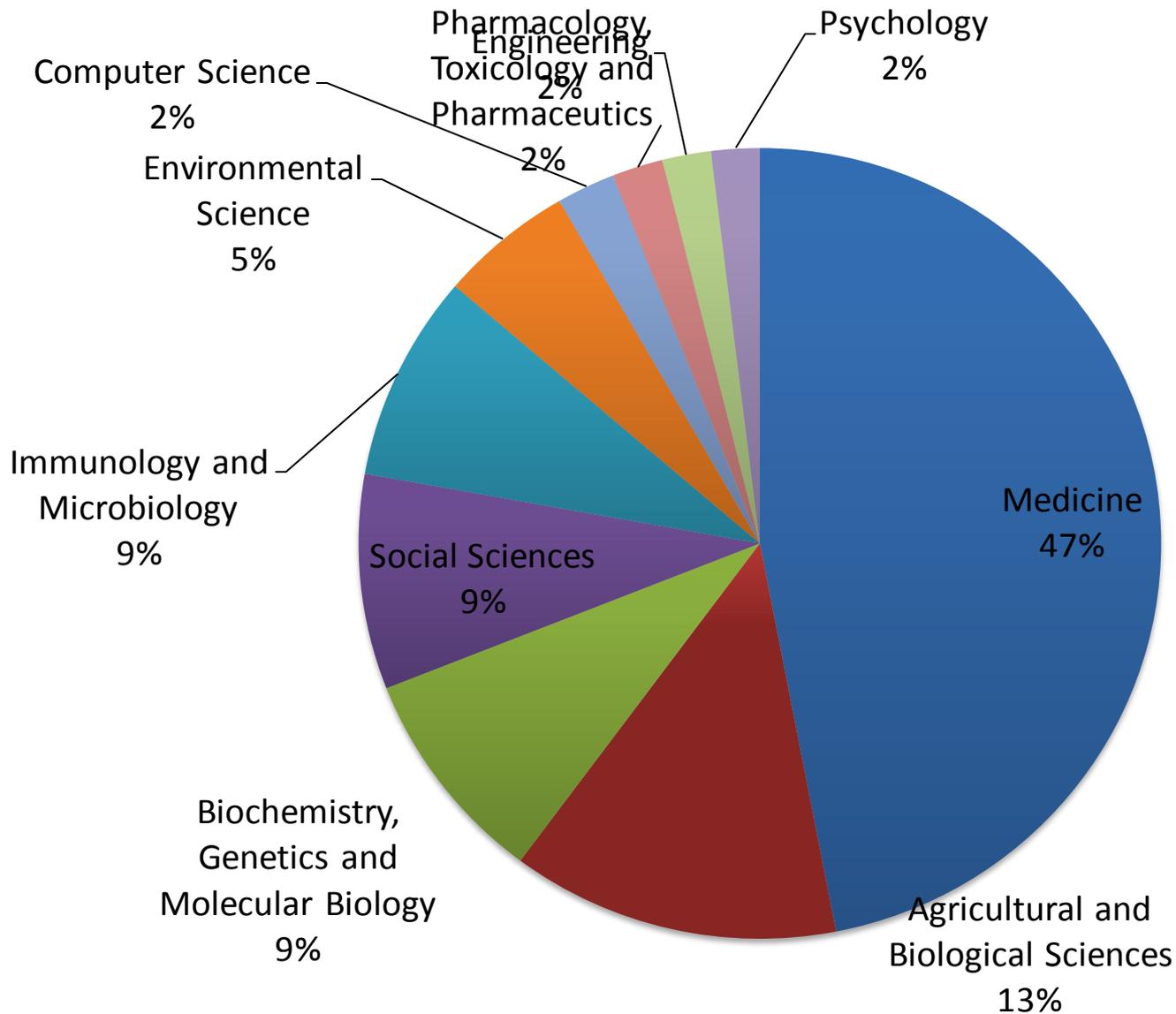
Financing of the University



Any correlation btn Research Governance & Research output?
Top Ten Mak Publications 2012-2016 by Disciplines (Scopus Database)



Share of Top Ten Makerere Publications (2012-2018)



Agricultural Innovations



MV
Mulimi



for Crop
Improvement (World Bank
Center of Excellence



MaRCCI

Makerere University



Medical Innovations



Matibabu
(non-invasive malaria diagnosis app)

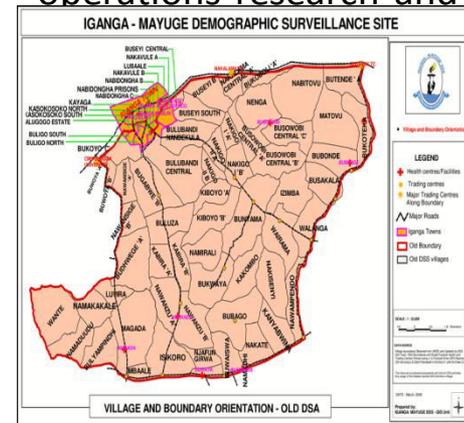
1. Regional Center for Quality of Healthcare (RCQHC);
2. Medical Education for Equitable Services to All Ugandans (MESAU) – Medical



; Institute (IDI);



Iganga Mayuge DSS; provides a research platform as a public health 'laboratory' for community oriented epidemiological and operations research and research



Way forward:

Mak urgently needs to restructure its research governance office to create six additional divisions to provide the following services:

1. Pre-and post-Award Services
2. Capacity Development
3. Technology Transfer and Intellectual Property Services
4. Research Performance
5. Publication, Dissemination and Translation
6. Research Ethics





Enkosi
Ngiyabonga
Amesege'nallo'
Zikomo Kwambiri
Siyabonga kakulu
Thank You
Asante sana
Ndatenda
Murakoze
N'itumezi
Masvita
Kea leboha
Zikomo