



FACULTY OF MEDICINE

**OFFICE OF RESEARCH
ADMINISTRATION (ORA)**

**STRATEGIC PLAN
2013-2018**

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Mbarara

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FOREWORD

Research Administration as a profession has mutated, changed and grown. It has evolved in ways totally unexpected. New needs arising from the experience of research itself calls upon our imagination to discover, invent and implement new forms of services that research of every discipline continues to benefit academic scholarships, industry, cultural advancement and common good of women, men and children of this world.

The main roles of any University are Education (Training), Research and Service. In most low-income countries faced with limited resources Faculty members are more often bogged down with training duties. The establishment of an office for Research Administration will go a long way in supporting Faculty and students to write winning proposals, carry out research projects, publish their findings and translate these findings into health policies to benefit the lives of all Ugandans.

The strategic plan provides a well laid out framework to establish an office of Research Administration in a few years' time. This office will be a one stop centre for Researchers and Administrators in the Faculty of Medicine at Mbarara University of Science and Technology.

The office of the Dean is in full support of this plan and calls upon all members of the Faculty to support it for the benefit of research development.

ACKNOWLEDGEMENT

It is a great pleasure to thank all those who made the development of the ORA strategic plan possible. First and foremost, many thanks to the MEPI MESAU iRIM grant whose aim was to facilitate research administration in the MESAU institutions; facilitation for the entire strategic planning process was from this grant.

Special thanks to the Dean Faculty Medicine Prof. Jerome Kabakyenga and Assoc. Prof. and Co. PI MEPI MESAU Samuel Maling for the dedication, commitment and support towards setting up this office. If it was not for the vision of research that you have, this process would not have taken off.

The staff FoM, you did a very incredible job, not forgetting the Research Administrators who put all the logistics together to make sure the entire process went smoothly. You embraced the research strategy for the faculty; committed your time, ideas and owned the entire process and actively participated in the entire development. Your effort was not in vain, the office of research administration has been set up to serve you.

Last but not least, the facilitators for the ORA strategic plan- Ms. Larok Joan and Mrs. Mabisi Elizabeth, you did a great piece of work! If it was not for the MESAU consortium, we would have never known the wealth of knowledge that is within! May the consortium spirit live forever!

Long live the PI MEPI MESAU Prof. Sewankambo Nelson! Long live MESAU!

LIST OF ACRYONYMS

CIRIMO	Centralized Institutional Research Innovations and Management Office
Com	College of Medicine
FoM	Faculty of Medicine
HCU	Healthy Child Uganda
HR	Human Resource
IRBs	Institutional Review Boards
IRC	Institutional Review Committee
iRIM	institutional Research Innovations and Management
JHU	Johns Hopkin University
JCRC	Joint Clinical Research Center
MBChB	Bachelor of Medicine & Bachelor of Surgery
MESAU	Medical Education for Equitable Services to All Ugandan
MGH	Massachusetts General Hospital
MJAP	Mulago- Mbarara Joint AIDS Program
MoES	Ministry of Education and Sports
MoH	Ministry of Health
MOU	Memorandum of Understanding
MUST	Mbarara University of Science and Technology
MGO	MUST Grants Office
NGOs	Non Government Organisations
ORA	Office of Research Administration
PI	Principle Investigator
PEST	Political, Economical, Social and Technological
RA	Research Administration
RAs	Research Administrators
SIDA	Swedish International Development Agency
SWOT	Strength, Weaknesses, Opportunities and Threats
TOTs	Trainer of Trainees
UNCST	Uganda national Council for Science and Technology
UNCHE	Uganda national Council for Higher Education

EXECUTIVE SUMMARY

This strategic plan spells out the Faculty of Medicine (FoM) Office of Research Administration (ORA)'s efforts to focus its planning and development within a long-term framework. It was developed through wide stakeholder participation and underpins ORA's commitment to Support the cause of Research in the Faculty, to initiate sustainable and functional systems and policies to improve the life of a Researcher.

The ORA was created initially as a Grants Office in the FoM as one of the deliverables of the MEPI MESAU program for its Consortium institutions. However, because of the existence of the MUST Grants Office and the role and scope for which the office was created in the faculty, this Grants office was renamed Office of Research Administration (ORA) by virtue of the mandate it is playing. Research support functions will be coordinated in liaison with CIRIMO.

With Research support at faculty level, it will be easy to monitor and ensure quality control, eliminate duplication and build synergy from the current fragmented efforts.

ORA FoM Vision

"To Be A Vibrant One Stop Centre Providing Excellent Health Sciences Research Support in Africa"

In the next five years, the ORA FoM will endeavour to deliver an integrated research support package. The strategy is to build on the existing Collaborations and Partnerships with local and international Research organisations. The implementation of this strategic plan focuses on four areas and will be guided by four strategic objectives which have been aligned with the faculty of medicine Strategic Plan.

This strategic plan will be implemented by the FoM ORA's management team and supported by strong governance structures approved and monitored by the Faculty board. A revised organizational structure has been put in place to ensure adequate and competent human resources to ensure efficiency and effectiveness. A

performance matrix will be developed against which staff performance will be monitored and appraised. In addition, new partnerships will be established and the existing ones strengthened to ensure effective utilization of resources and program outreach and impact.

A detailed logical framework has been designed to ensure that the activities are implemented as planned, monitored and evaluated to measure outcomes and impact. Based on the framework, management will develop an annual operation plan with detailed activities which will be implemented using a highly skilled and experienced team of personnel.

The cost of implementing the strategic plan is estimated at Ugx 1,030,399,309 equivalent to \$412,160 expected to be financed through accessing grant funding opportunities which support capacity building for Research Administration, Facility and Administration (F&A) charged on the research and projects budgets, collaborators and partners in Research, in-kind exchange programs, Foundations, Bi-lateral and Multi-lateral donor community, and the Government of Uganda.

1.0 INTRODUCTION

Mbarara University of Science and Technology (MUST) was established in October 1989 to support education and research in Science and Technology. The University began operations with the Faculty of Medicine offering MBChB program. Since then, the University has expanded to include two other faculties (Development Studies and Science Education) and two Institutes (Tropical Forest Conservation and Computer Science). Presently, the student population stands at 3000. The Faculty of Medicine for which the Office of Research Administration was created with this underlying five year strategic plan has twenty two departments through which it implements the various programs.

The work of the ORA involves a variety of stakeholders including: the faculty management and heads of departments, department administrators, faculty and staff who serve as principal investigators, funding agencies, donors, local government, MoH, MoES and the community who are the consumers of the research findings.

The office will provide services to its stakeholders by securing and identifying funding sources, proposal development support, formulating and reviewing budgets, negotiating agreements, obtaining and interpreting funding guidelines, promoting compliance of grant applications and contracts with sponsor and university policies and regulations and ensuring financial accountability for external funding for research and projects.

1.1 MUST's Motto and FoM's Goal, Mission and Vision

MUST's motto is **"SUCEED WE MUST"**. MUST seeks to address the shortage of health professionals in sub Saharan Africa.

The overall Faculty goal is "Improved community health standards."

The Faculty Vision is "To be recognized as a centre of excellence in Health Sciences education, research and community service. We seek to become the most competitive

medical training Institution in the region, guided by responsible, transparent, accountable and unshakably committed staff.”

Faculty of Medicine Mission is “To contribute to training of health-care providers through education in basic sciences, participation in clinical skills sessions, best research and community-based activities in order to address shortage of health professionals, reduce mortality and morbidity, and institution of disease-prevention measures leading to a healthy population for socio-economic development.”

The Main Objective of the Faculty of medicine is to produce quality and relevant health professions’ graduates that include; doctors, nurses, laboratory scientists, pharmacists, pharmaceutical scientists, physiotherapists and counsellors and providing human resources for health care within the region.

FoM Specific Objectives

1. To produce quality and relevant health professions’ graduates; doctors, nurses, laboratory scientists, pharmacists and counsellors.
2. To provide human resources for health care within the region.
3. To carry out research and disseminate the findings.
4. To improve the knowledge and skills of practicing health professionals

The alignment of the ORA Strategy with the FoM current five year strategic plan justifies its strategic mandate. ORA in implementing this strategy will take advantage of the already existing FoM system and infrastructure for Research as a strategic area of focus. In addition the Faculty strategy states in its mission “to participate in best research and community-based activities’. **This is where the ORA’s mandate is aligned to focus on supporting and raising funds for research and community based projects.**

1.2 Alignment of the ORA Mandate with the FOM Strategy

FoM Strategic Framework		ORA's Mandate	
		Strategic intersection	ORA Strategic Focus
<i>Goal</i>	"Improved community health standards "	Health standards	<i>Promote Health Research standards</i>
<i>Vision</i>	"To be recognized as a center of excellence in Health Sciences education, research and community service . We seek to become the most competitive medical training Institution in the region, guided by responsible, transparent, accountable and unshakably committed staff."	Research and community service	<i>Support Research and Community Service delivery projects</i>
<i>Mission</i>	"To contribute to training of health-care providers through education in basic sciences, participation in clinical skills sessions, best research and community-based activities in order to address shortage of health professionals, reduce mortality and morbidity, and institution of disease-prevention measures leading to a healthy population for socio-economic development."	Best research and community-based activities	<i>Support conduct of best practices in Research and Community Service delivery projects</i>
<i>Strategic Objectives</i>	<i>Strategic objective 1: To produce quality and relevant health professions' graduates; doctors, nurses, laboratory scientists, pharmacists and counselors</i>	Quality and relevant health professions' graduates	<i>Produce a quality and relevant researcher</i>
	<i>Strategic Objective 2: To provide human resources for health care within the region</i>	Human resources	<i>Support research informed Human Resource</i>
	<i>Strategic Objective 3: To Carry out research and disseminate the findings</i>	Research and disseminate the findings	<i>Support research and dissemination</i>
	<i>Strategic Objective 4: To improve the knowledge and skills of practicing health professionals</i>	Knowledge and skills	<i>Produce an informed Researcher</i>

Background to the FoM ORA Strategic Plan

The concept of the ORA for the FoM was introduced in September 2012 as one of the deliverables of the MEPI MESAU program. In its infancy and formative stage the

ORA has not had an instrument to scan its operating environment, promote long term strategic thinking for sustainability and provide a structured means of identifying and evaluating strategic alternatives in order to foster organizational growth and measure and evaluate its performance.

The FoM ORA Strategic Plan includes clear priorities and time-bound action plans (based on projected capacities, capabilities and resources) with anticipated results and processes for monitoring and evaluation.

One of the main cross cutting activities in the current FoM strategic plan is for every department to develop departmental strategic plans and the ORA is not exceptional.

It is important that the ORA as a department aligns its own strategic plan within the existing strategic plan and move ahead to take advantage of the sponsoring MEPI-MESAU program which is in its 3rd year of implementation due to close in 2015. The ORA will contribute to the fulfilment of the FoM Trio mandate of Teaching, Research and Service delivery for health professionals in Uganda and sub Saharan Africa.

The Strategic Planning Process

The plan was developed following a situation analysis and consultative process with the Faculty Deans, Heads of departments, Faculty, Researchers, Principal Investigators, the MUST University Grants Office (MGO), MEPI core team members and other stakeholders from the University community. A three day stakeholders and strategic planning workshop was held from 4th to 6th February 2013.

The following were the objectives of the workshop

- Creating a better understanding of the ORA by clarifying its vision mission, objectives and core values as well as its organisational structure
- Justify the mandate of the ORA by aligning its strategy with Faculty of Medicine vision, mission, goal, objectives
- Developing strategic directions and a strategic framework for implementing the ORA activities
- Identify the stakeholders of the ORA and what each will need from the ORA

- Using the lessons learnt and best practices to plan for the future of the ORA

The workshop engaged the stakeholders through a participatory process of assessing their current research situation. In addition, a SWOT analysis was carried out to identify the Strengths, Weaknesses, Opportunities and Threats. A consideration of the Political, Economic, Social and Technological (PEST) factors that affect the external environment for medical research and research administration was done. Using the PEST analysis, strategic choices were made in a participatory manner defining the scope of work and strategic areas where the ORA has got a comparative advantage to focus on.

2.0 KEY ACHIEVEMENTS AND CHALLENGES

2.1 Key Achievements

A Grants officer and two Administrative Assistants were recruited in 2012 and are performing the functions of ORA. The FoM provided office space, computers and internet access for the ORA staff.

The ORA Grants officer undertook a two weeks attachment program at the well established MakCHS grants office and also attended exchange visits at JHU and the Research Support Center in Malawi as part of the MEPI Consortium. This exposure enabled the Grants officer gain experience on how an office of research administration is established, functions and its relevance.

Funding opportunities are disseminated to all staff in the faculty via email and the website. In addition staff are encouraged to share their areas of interest in research so that dedicated emails are sent to them for available opportunities.

Collaboration between FoM ORA and MakCHS Grants Office in grants writing, submission and management training increased the number of grant applications in the faculty.

The ORA FoM organises trainings to build capacity of Faculty and Researchers in grants writing, manuscript writing, and responsible conduct of research among other trainings.

The collaborations and partnerships are key in facilitating the ORA to make quick wins on its set land marks in supporting Researchers at the FoM as per this laid down strategic plan.

2.1.1 Institutional Development

ORA has become institutionalized though more awareness still needs to be created to increase its visibility in the faculty, through outreach and positioning itself in the minds of the Researchers. Presentations about the role of the office at every opportunity and events in the University are made.

The CIRIMO organisational structure with a strategic plan, segregation of roles with a clear distinction between the ORA and the MGO institutionalises the ORA and builds synergies to seamlessly eliminate duplication between the two offices.

2.1.2 Increased Outreach

The Faculty has got a continuously increasing in flow and outflow of medical professionals and Academic staff. These are the existing and potential clients whom the ORA is positioned to serve. They are a sure supply for the quantity and quality of research. The office will reach out to these and market its mandate and relevancy.

2.1.3 Effective Collaborative Partnerships

The ORA is already part of many collaborations with other University Offices of Grants and Contracts within the other MEPI MESAU Consortium medical schools comprising of Makerere University, Gulu University, Busitema University and Kampala International University-Western Campus. Other collaborations are with MGH, JCRC, MJAP, SIDA, HEALTHY CHILD, Lund,

Dalhousie, Johns Hopkins, Malawi CoM Research support Center, University of Calgary among others.

Subscription has been made for the Research Administrators (RAs) to become members of international bodies of research administrators like the Association of Research Administrators in Africa (ARAA) and the Society of Research Administrators (SRA) International.

2.1.4 Information Sharing

The ORA FoM is part of the mentoring program of the iRIM Supplement grant to the MESAU institutions. This is a platform for learning and sharing success factors of Research administration within the consortium. In addition, there are Joint RA training programs. There is a listserv for the RAs to interact.

2.2 Challenges

2.2.1. Infancy

The ORA FoM started operation in October 2012 and still has many milestones to achieve. The ORA has to prove its relevancy by increasing visibility in the Faculty.

The ORA having one Grants Officer and two administrative assistant's faces the challenge of coping with the increasing volumes of research proposals coming in from the researchers in FoM.

2.2.2 Limited Funding base

Currently the ORA funding is dependent on only MEPI MESAU Program which is in its third year of implementation. This program is paying for the salaries of the grants officer at 100% FTE, one administrator at 100% and the second administrator at only 50%. With only two years left for the MEPI program, ORA needs alternative sources of funding in order to sustain itself and diversify its funding base.

2.2.3 Inherited Infrastructure for Research

The ORA FoM inherited a weak culture for research and is limited by inadequate ICT facilities, lack of mentorship skills and mentors for research, inadequate communication, little commitment to research due to low motivation and competing priorities of the faculty. There is need to break the culture of individualism among researchers and weak organisational structures.

3.0 SITUATION ANALYSIS

The analysis of the current situation identified issues of concern, which needed to be addressed in order to improve ORA's performance and implementation. This formed the basis for developing the strategic areas of focus, objectives and key outputs.

3.1 Internal and External Assessment of ORA

The review of the current situation was undertaken to assess the internal capacity of the organization as well as the external environment. The review of the internal capacity enabled DII to identify areas of internal strengths and weaknesses, while the assessment of the external environment provided opportunities that could be exploited by the organization.

THE SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Availability of office space and Trained ORA staff in place (3 personnel) • Availability of potential researchers who qualify as PIs • Good will and support from faculty and university leadership regarding research • Existence of MUST Grants Office • Existence of collaborations and ongoing research (MEPI, MGH, JCRC, MJAP, SIDA, 	<ul style="list-style-type: none"> • Inadequate ICT facilities and communication • Lack of mentorship skills and mentors • Little commitment to research due to competing priorities and low motivation • Lack of teamwork approach to research • Lack of instructional guidelines and policies • Lack of sensitization by grants office

<p>HEALTHY CHILD and staff</p> <ul style="list-style-type: none"> • Existence of students, and staff mentorship programs • Existence of Research policy Research ethics committee at faculty level and IRB at university level (UNCST) • Presence of Student researchers and a platform for research dissemination • Supportive hospital administration and committees. • Brand name and location of MUST outside the Central region 	<ul style="list-style-type: none"> • Lack of functional support from the institution • Lack of organizational structures • Lack of monitoring and evaluation • Research policy not yet operationalized • Work overload with low motivation for researchers • Culture of research not well developed • Inadequate exposure to research and publications
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> • Abundant Funding opportunities in Health i.e. EU, Grand Challenges, NIH, USAID, SIDA, Wellcome Trust, Bill & Melinda Gates, Corporate bodies (Tullow oil) • Continued collaborations and networking – key resource persons (MESAU, MGH, Lund, SIDA, Dalhouse, Johns Hopkins, Calgary) • Good will from partnering Universities and MUST • Stable environment (political) • Available Training opportunities for ORA personnel • Rich research environment and demand for evidence based approaches to Health solutions • Grid computing – sharing of research tools • Access to global data bases 	<ul style="list-style-type: none"> • Cost and Conditions to comply with IRBs, Community Advisory Boards, UNCST • Global Competition For funding opportunities • External pressure to perform and Recognition in the research arena • Too many demands from funding agencies i.e. Payment system and accountability, too many amendments to rules and regulations • Stringent terms and conditions, and donor driven research agenda. • Rapidly Changing technological advancements and expertise putting high demand on Researchers and institutions to cope • Hash conditions for External collaborators while at Southern Universities. • Funders look at Uganda as ‘High risk’ Country due to the corruption level (low trust of funders)

3.2 Stakeholder identification

Identification and categorization of ORA’s stakeholders and their interests was done.

A mapping of how ORA can partner or serve each category with their unique needs

was also discussed. This is very critical to the success of ORA and the management of change to the FoM community which is used to carrying out research without the ORA. Engaging the stakeholders in a right way from inception will make a big step into the right direction.

Government

Ministry of Health

Regulatory Bodies UNCST, IRBs, UNCHE

Ministry of Education and Sports

Donors

Partners and Collaborators

MUST/FoM

University Council

FoM Management

Faculty Research and PIs

Student

Research Assistants

ORA staff (Internal Stakeholders)

Research Participants

People

Animals

Plants

Community

All Consumers of Research

Corporate for Commercialization

3.3 The Global Research Administration Environment

Globally the Governance and regulation of research has become increasingly complex. Planning coordination and administration of Institutional research requires an increasingly professional approach whereby managers and administrators must provide high quality -Researcher centred support to diverse internal and external stakeholders. Administrators and research organizations leaders need to support a

change in the support offered to faculty and the environment of research administration.

Researchers are increasingly involved in multi-national health research, and therefore they are frequently being confronted with regulatory frameworks adopted by other countries. As a result administration for research as a profession has paralleled the growth in global understanding of research design and human subjects' protection. Although once thought of as consisting of little more than clerical and bookkeeping duties for assisting biomedical and behavioural research, research administration now embraces leadership to assist research in history, law and ethics, other academic disciplines and technical specialties. It is very likely that, soon, it will be research administration, rather than the scientists themselves, who will promote the innovative direction upon which research will proceed. The lessons learnt and opportunities provided by the establishment of the ORA at the FoM cannot be over emphasised. And, like midwives, ORA cannot determine what will be delivered, but will play a crucial role in ensuring the quality of the product.

3.4 The Southern Researchers Environment

In the Southern Academic research Institutions there is lack of institutional support for research, combined with limited career opportunities and poor remuneration. This has contributed to weak institutional infrastructure and capacity made worse by a continuing research brain drain to developed countries. The FoM MUST like other Southern Research Universities has been affected by these factors and made worse by the internal brain drain to the Universities in the Capital city and better paying Non Government Organizations (NGOS).

The FoM has also come to the realisation that both internal and external changing environments impact on the quality and volume of Research projects. Therefore, FoM has made a strategic choice to establish the ORA in order to respond to both the global and local changing environments.

3.4.1 The National Research Environment (Policy Documents)

The Uganda National Health Research Organization (UNHRO) strategy lays emphasis on the improvement of health research systems through stable and predictable research funding, strengthening collaborative arrangements and networking, good research contracting, intellectual property rights, and research

institution building of research infrastructure with special priority for essential health research and adherence to ethics and good practice. In addition one of the strategic goals for the Uganda National Council for Science and Technology (UNCST) is to strengthen national systems for research, product development, technology transfer and intellectual property management.

The National Science, Technology and Innovations (NSTI) Policy of 2009 statements 8 and 9 provide for adequate and state-of-the art Science and Technology and Innovations (STI) infrastructure which facilitates cutting-edge research and scientific innovations. Also support for basic, applied and development research for enriching the Science Technology and Innovations knowledge base and product development. The NSTI policy outlines the following strategic actions:

The ORA strategy falls within the Uganda National research policy and will improve research in the FoM by contributing to the stable and predictable research funding and offer the needed research infrastructure which will support the researchers and ensure that the research processes are in line with the requirements of the national research policy and strategy especially Health Research.

4.0 STRATEGIC DIRECTION

4.1. ORA FoM Vision

The ORA FoM Vision is **“To Be A Vibrant One Stop Centre Providing Excellent Health Sciences Research Support In Africa”**

4.2. ORA FoM Mission

“To provide a platform to support Health Sciences Research by developing an all-round Cadre of Health Researchers and generate funds to carry out research which informs education and practice of Health Care Providers”

4.3. Core Values

The Core values of the ORA FoM reflect what is truly important to the office. These values are the non negotiable basic principles that guide how business is conducted. The core values are:

- Accountability
- Professionalism (up-to date with information)

- Respect (integrity, consistency, honesty)
- Impartial/Equity
- Timeliness (communication & feedback)
- Team work

4.4 Strategic Choices

The ORA has already got trained staff in place (3 personnel) with available office space and potential researchers who qualify as PIs. This will be harnessed and consolidated to build a sustainable infrastructure and a one stop facility with the ability to attract and support faculty who need to access funding for research. The Office is already enjoying good will and support from the faculty and university leadership. The office will be equipped with adequate World Class ICT facilities for sharing information and improving communication. The ORA will be marketed to the FoM community through carrying out outreaches to the departments and on the Intranet and Website. The ORA FoM will have to manage change and win the Researchers to accept to work in teams and submit grant applications through the ORA as opposed to the status quo of applying individually and secretly.

Creative ways will be sought and tested to increase the commitment and of motivation of Researchers to reduce the current brain drain. In addition the capacity of the researchers will be built through the existing students, and staff mentorship programs. High caliber Researchers will be rewarded and supported to disseminate and publish their research. The existing university wide platform for research dissemination will be enriched to ensure more motivation for the researchers. The time effort that Researchers spend doing research and implementing projects will as much as possible be budgeted for in the grant applications and rewarded.

The existing collaborations and ongoing research projects with MEPI, MGH, JCRC, MJAP, SIDA, and HCU will be enriched and expanded through building and strengthening a network of partnerships. New and Potential partners will be identified and formalized through partnership agreements and MOUs. Networking events to nurture and retain the joint training programs and collaborative funding opportunities will be planned and carried out. ORA FoM will establish a database of

the existing collaborators and partners with their research agenda and seek funding opportunities to apply for jointly.

The FoM will take advantage of the well established Research ethics committee at faculty level and IRB at university level to operationalise the existing Research policy. This will ensure research governance and policies which will guide the ORA operations to ensure quality control and compliance with the University policies. Synergies will be built between the ORA the MGO and the procurement Offices, to remove duplication and other non value adding processes. Clear roles, SOPs, reporting lines and segregation of duties for these offices will be communicated through policies and procedures guidelines, monthly meetings and information sharing and updates.

4.5 Strategic Focus Areas

To effectively contribute to the above-mentioned global, Regional and national concerns in Research Administration, the ORA has selected four pertinent areas for intervention. The four thematic areas to develop include:

- Sustainable infrastructure and facility
- The Researcher
- Research Collaborations and Partnerships
- Research Governance and Compliance

4.6 Strategic Objectives

1. Establish the Office of Research Administration in the Faculty of Medicine at MUST
2. Building the capacity of Researchers, motivate and retain them
3. To strengthen the existing collaborations and develop networks to attract more Research collaborators and partners.
4. To establish & strengthen governance structures that create a conducive research environment.

5.0 SUMMARY OF KEY ACTIVITIES

Strategic Objective 1	Outputs	Key Activities
Establish an operational Office of Research Administration in the Faculty of Medicine in MUST	Functional ORA Strategic plan	<ul style="list-style-type: none"> • Strategic Planning workshop • Hold meetings to validate the ORA management structure • Hold a Stakeholders meeting to disseminate the strategic plan and operationalise it • Ongoing Monitoring the implementation of the strategic plan • Carry out staff recruitment to fill gaps in the structure • Carry out annual ORA staff performance appraisals • Prepare Annual work plans
	The Launch event	<ul style="list-style-type: none"> • Launch and market the ORA FoM to the MUST community and beyond
	Marketing Tools (like T shirts, brochures, copies of the popular version of the strategic plan)	<ul style="list-style-type: none"> • Prepare tools to market the ORA
	News letter publications	<ul style="list-style-type: none"> • Bi-annual newsletter for ORA for publication purposes
	Up to date web portal	<ul style="list-style-type: none"> • Update Web portal regularly
	Functional Computer Resource center (Fast internet,	<ul style="list-style-type: none"> • Establish and equip the ICT resource center
	Trained professional ORA administrators	<ul style="list-style-type: none"> • Continuous staff Development for the ORA administrators
	Harmonious research support structure	<ul style="list-style-type: none"> • Centralize and coordinate all the existing research support

		structures in the FoM
	Funded Budget for ORA	<ul style="list-style-type: none"> Identify funding sources for the ORA Write and submit proposals that support research administration
	RAs Certificates, awards and prizes	<ul style="list-style-type: none"> Reward and Recognition of Research administrators
	A research literate Community	<ul style="list-style-type: none"> Advising faculty and the University on emerging issues in research administration
	Functional Research support system	<ul style="list-style-type: none"> Maintain systems designed to encourage, support, and manage extramurally-funded researchers

Strategic Objective 2	Outputs	Key Activities
Building the capacity of researchers, to access research funding, motivate and retain them	Mentorship Program and Research teams	<ul style="list-style-type: none"> Developing a mentorship program and research teams for researchers
	Trainings in Research/trained researchers	<ul style="list-style-type: none"> Trainings for researchers (which can be run and coordinated by office of research administration)
	Research and Project Funds	<ul style="list-style-type: none"> Support Researchers to Access and apply for Research and Project funds
	Reward for Researchers Time efforts budgeted for	<ul style="list-style-type: none"> Build time effort rewards in the project for the researcher
	Researchers membership with Global research bodies	<ul style="list-style-type: none"> Supporting researchers subscribe and belong to international research bodies (because of the benefits that accrue)

	Database for researchers passion for research	<ul style="list-style-type: none"> Data base to monitor and track individual researchers' interest, & Publications
	Faculty Publications	<ul style="list-style-type: none"> Strengthen research dissemination by publishing health related researchers presented.
	Documented Career path for researchers	<ul style="list-style-type: none"> Develop and implement a career path for researchers.
	Reward for High calibre Researchers	<ul style="list-style-type: none"> Develop criteria for rewarding high calibre researchers
	A culture of Team work among researchers	<ul style="list-style-type: none"> Create culture of support and teamwork through training and teamwork

Strategic Objective 3	Outputs	Key Activities
To strengthen the existing collaborations and develop networks to attract more collaborators and partners.	<ul style="list-style-type: none"> A data base of existing and potential Collaborators on Research Networking activities with Potential Collaborators Collaborators Database MoU's Contract Agreements Partnership Deeds Criteria for Potential Collaborators Documented 	<ul style="list-style-type: none"> Develop a database of the existing and potential collaborators on Research Identify potential collaborators Design and develop a criteria for vetting collaborators Annually review collaborators Play a supportive role in the execution process of MOUs, Contract Agreements & Partnership Deeds Organise and hold networking meetings
	Joint Collaborative Funding	<ul style="list-style-type: none"> Access collaborative funding opportunities

		<ul style="list-style-type: none"> • Initiate and Solicit for Teaming agreements and letters of support • Identify potential partners • Develop an inter agency referral system • Provide services
	Joint RA training programs with the collaborators	<ul style="list-style-type: none"> • Develop joint RA training programs with the collaborators (finance budgeting, policies on grants, ICT use, research writing, etc) • Carry out a needs assessment of Research administration staff training requirements
	Commercialised Research informed Health Products	<ul style="list-style-type: none"> • Develop strategies to solicit for collaborators and link sponsors into commercialization of research informed Health products

Strategic Objective 4	Outputs	Key Activities
To establish & strengthen governance structures that create a conducive research environment	Policies on research	<ul style="list-style-type: none"> • Develop and Implement Policies related to Research to ensure that the interests of both faculty and University are protected
	Quarterly updates Reports on Research and grants in the Faculty	<ul style="list-style-type: none"> • Periodically update the top management about researches being conducted
	Monthly meetings for both offices to share financial progress and reports on Grants <ul style="list-style-type: none"> • Clear segregation of roles for each 	<ul style="list-style-type: none"> • Establish a mechanism for linking ORA to MGO & procurement • Prepare quarterly Research/ grants

	office <ul style="list-style-type: none"> • Data bank and server to share Financial information on Grants • Synergies for work between the two offices • Mentoring going on between senior and junior staff in both offices 	procurement plans and present them to the Procurement office <ul style="list-style-type: none"> • Operationalise Financial Policies and procedures
	e-IRB System	<ul style="list-style-type: none"> • Establish an e-IRB system Establish an e-IRB system
	Compliance mechanisms for all different funders	<ul style="list-style-type: none"> • Establish regulatory mechanisms to ensure compliance to funders' terms and conditions.
	Research Agenda and PI research guidelines	<ul style="list-style-type: none"> • Review faculty research priorities and come up with instructional guidelines for investigators/researchers

6.0 GOVERNANCE, MANAGEMENT AND ADMINISTRATION

The FoM research administration system will interface with the people and organizations that supply research products, services, and knowledge. ORA will make use of factors that will propel the office forward by continually achieving best results in the most efficient way as possible. The achievements so far are as a result of the key factors that ORA has adopted. ORA's values shall continue to guide the implementation of this strategic plan.

6.1 Governance

The FoM has a committed and competent Faculty Board and IRC at University level that advises the ORA from time to time. The current structure has been revised and consolidated to reinforce proper coordination of the ORA's processes. The processes

involved in research administration that will need governance are the decision process, the research process, the evaluation process, and the control process.

6.2 Management

This strategic plan will be implemented by a team of staff at the ORA led by the Grants Manager supported by a team of well qualified staff. In addition, the implementation of this plan will also require strengthening of Research administration processes and procedures as well as revisiting partnership arrangements with the key partners.

6.3 Human Resource

To build the confidence of the stakeholders and beneficiaries, ORA FoM shall continue to deliver high quality world class services by recruiting and retaining a well motivated team of highly qualified staff. Currently, the ORA FoM has got limited skill but committed staff. The office is focusing on developing the capacity of the Research administrators. ORA will aim at harnessing and strengthening relationship with partners such as the Makerere University College of health sciences and other Universities in the region and abroad to supplement its efforts to build the capacity of their Human resources relevant to support Researchers.

A comprehensive organizational development initiative will be undertaken in order to reinforce the already existing structures, policies and processes. In order to increase its resource base, DII will embark on a financial sustainability strategy which will include among others strengthening collaborations with partners, both local and international.

6.4 Administration

Research administration is essentially a service-delivery system. Systems such as the financial, administration, procurement, ICT and human resource management systems for its effective operations will be reviewed and updated or developed where they do not exist. ORA FoM will in this strategic plan also embark on improving its information, communication and technology.

7.0 MONITORING AND EVALUATION

7.1 Monitoring

Overall, ORA FoM will strengthen its performance management system among other things to chart out progress and draw lessons. Monitoring and review will be built into all the systems and the way the Office works to see whether the activities are pulling in the right direction and in a cost effective manner. This will help ORA ensure that the funds and other resources are being used correctly and activities are progressing as planned.

The following monitoring mechanisms will guide the implementation of the strategic plan: -

- Monthly and quarterly reports from all the various Units in the ORA offices
- Quarterly review meetings of Unit heads and senior staff to review progress and check if everything is working out as planned or not.
- Annual review progress with staff, stakeholders and partners to assess whether ORA FoM is having impact that it hoped for through its activities
- Share in Monthly meetings and reports with the MGO and procurement Office

7.2 Evaluation

This will focus on assessing the underlying assumptions made at the start of implementation process. Evaluation process will examine the changes made and appraise the wider impact, intended, unintended, positive and negative. The results of evaluation will be used for wider learning and to ensure accountability to intended beneficiaries and funders. ORA FoM will carry out evaluation at midterm and at the end of the strategic plan.

In addition ORA FoM plans to develop a comprehensive Monitoring and Evaluation system to enable it track outcomes and impact. A participatory monitoring framework will be developed to enable stakeholders and faculty participate in the monitoring of interventions.

As part of the ICT development, the Monitoring and Evaluation system will strengthen the Reporting, data collection processes, analysis and dissemination of information and lessons learnt.

8.0 ORA IMPLEMENTATION PLAN

Strategic Objective	Outputs	Key Activities	Indicators	Period	Responsibility	Cost				
Objective 1: Establish an Operational Office of Research Administration										
Outcome : An operational One stop ORA										
				Y 1	Y 2	Y 3	Y 4	Y 5		
	Functional ORA Strategic plan	<ul style="list-style-type: none"> Strategic Planning workshop Hold meetings to validate the ORA management structure Hold a Stakeholders meeting to disseminate the strategic plan and operationalise it Ongoing Monitoring of the implementation 	<ul style="list-style-type: none"> Workshop event Validated Functional management structure Stakeholders meeting Operational strategic Plan Monitoring Plan and annual reports 	x					Grants Administrator	9,745,000
				x						
				x						
				x						
				x	x	x	x	x		
				x						
				x	x	x	x	x		
				x	x	x	x	x		

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		<ul style="list-style-type: none"> of the strategic plan Carry out annual ORA staff performance appraisals Prepare Annual work plans 	<ul style="list-style-type: none"> The Staff Staff appraised Annual Work plans	x	x	x	x	x		
				x	x	x	x	x		
	Staff gaps filled	<ul style="list-style-type: none"> Carry out staff recruitment to fill gaps in the structure 	<ul style="list-style-type: none"> Staff recruited 						MGO Human Resource Manager	3,400,000
	The Launch event	<ul style="list-style-type: none"> Launch and market the ORA FoM to the MUST community and beyond 	<ul style="list-style-type: none"> Launch 	x					Administrators	22,378,807
	Marketing Tools (like T shirts, brochures, copies of the popular version of the strategic plan)	<ul style="list-style-type: none"> Prepare tools to market the ORA FoM 	<ul style="list-style-type: none"> Marketing Tools (like T shirts, brochures, copies of the popular version of the strategic plan) 	x		x		x	Administrators	16,576,894

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
	News letter publications	<ul style="list-style-type: none"> Bi-annual newsletter for ORA FoM for publication purposes 	<ul style="list-style-type: none"> News Letters 	x	x	x	x	x	ICT officer	16,576,894
	A Functional Computer Resource center (Fast internet and Up to date web portal)	<ul style="list-style-type: none"> Establish and equip the ICT resource center and Up to date Web portal regularly 	<ul style="list-style-type: none"> An Up to date Web Portal 	x	x	x	x	x		239,200,412
			<ul style="list-style-type: none"> A Fully Equipped ICT Centre 	x						
	Trained professional ORA administrators	<ul style="list-style-type: none"> Continuous staff Development for the ORA administrators 	<ul style="list-style-type: none"> # of trained RAs 	x	x	x	x	x	202,724,359	
Harmonious research support structure	<ul style="list-style-type: none"> Centralize and coordinate all the existing research support structures in the FoM 	<ul style="list-style-type: none"> Centralised Research structures 	x	x	x	x	x	Grants Administrator	4,144,223	
Funded Budget for ORA FoM	Identify funding sources for the ORA	<ul style="list-style-type: none"> Amount of Funding for ORA activities 	x	x	x	x	x		16,190,100	

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		Write and submit proposals that support research administration	<ul style="list-style-type: none"> # of Proposal submitted for RA 							
	RAs Certificates, awards and prizes	Reward and Recognition of Research administrators	<ul style="list-style-type: none"> # of RAs rewarded and recognised 	x	x	x	x	x	Dean FoM	5,055,953
	A research literate Community	Advising faculty and the University on emerging issues in research administration	<ul style="list-style-type: none"> # of emerging issued communicated and documented 						Grants Administrator	Normal ORA staff time
	Functional Research support system	Maintain systems designed to encourage, support, and manage extramurally-funded researchers	<ul style="list-style-type: none"> System audits # of Corrective and Preventive Actions Reduction in turnaround time 	x	x	x	x	x		Normal ORA staff time
Objective 2: Build the capacity of researchers to access Research funding, motivate and retain them Outcome: Motivated Researchers able to access funding for research and projects										

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
	Mentorship Program and Research teams	Developing a mentorship program and research teams for researchers	<ul style="list-style-type: none"> # of mentors enrolled and trained # of mentees # of research Teams created 	x	x	x	x	x	Program staff Program staff	9,441,010
	Trainings in Research/trained researchers	Organise and carryout Trainings researchers (which can be run and coordinated by office of research administration)	<ul style="list-style-type: none"> # of trainings # of researchers Trained 	x	x	x	x	x	Grants Administrator	157,922,541
	Research and Project Funds	Support Researchers to Access and apply for Research and Project funds	<ul style="list-style-type: none"> Amount of funding for Research and Projects No of Grant applications Submitted 	x	x	x	x	x		Normal ORA staff time
	Reward for Researchers Time efforts budgeted for	Implement mechanism to build time effort rewards	# Researchers rewarded for time	x	x	x	x	x	Dean FoM	2,210,253

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		in the projects for the researcher	effort							
	Researchers membership with Global research bodies	Supporting Researchers subscribe and belong to international research bodies (because of the benefits that accrue)	# of Research global bodies subscribed to # of Researchers with membership	x	x	x	x	x	Grants Administrator	Normal ORA staff time
	Database for Researchers areas of interest	Data base to monitor and track individual Researchers' interest, & Publications	Database # of Researcher's whose interests are recorded	x					ICT officer	Normal ORA staff time
	Faculty Publications	Strengthen research dissemination by publishing health related researches presented.	# of publications # of disseminations done	x	x	x	x	x	Grants Administrator	134,272,839
	Documented Career path for Researchers	Develop and implement a career path for researchers.	Career path documented and operationalised	x	x	x	x	x	Dean FoM	34,258,914
	Reward for High calibre Researchers	Develop criteria for rewarding high calibre researchers	# of types of rewards # of researchers rewarded	x	x	x	x	x	Administrator FoM	17,982,020

Strategic Objective	Outputs	Key Activities	Indicators	Period	Responsibility	Cost																																								
Objective 3: To strengthen the existing collaborations and develop networks to attract more collaborators and partners. Outcome : Strong and effective collaboration and partnership engagements with at least 100 institutions by the end of 2018																																														
	<ul style="list-style-type: none"> A data base of existing and potential Collaborators on Research Networking activities with Potential Collaborators Collaborators Database MoU's Contract Agreements Partnership Deeds Criteria for Potential Collaborators Documented 	<ul style="list-style-type: none"> Develop a database of the existing and potential collaborators on Research Identify potential collaborators Design and develop a criteria for vetting collaborators Annually review collaborators Play a supportive role in the execution process of MOUs, Contract Agreements & Partnership Deeds Organize and hold 	<ul style="list-style-type: none"> Database No. Of collaborators logged in the database Network events #of MOUs # of Contract Agreements # of partnership deeds 	<table border="1"> <tr> <td>x</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>x</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> </table>	x					x	x	x	x	x						x					x	x	x	x	x	x	x	x	x	x						x	x	x	x	x	Program staff Program staff	6,125,631 Normal ORA Staff time
x																																														
x	x	x	x	x																																										
x																																														
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x	x	x	x	x																																										

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		networking meetings								
	Joint Collaborative Funding	<ul style="list-style-type: none"> Access collaborative funding opportunities Initiate and Solicit for Teaming agreements and letters of support Identify potential partners Develop an inter agency referral system Provide services 	<ul style="list-style-type: none"> # of Collaborative grant applications Amount of money in US Dollars Potential partners Identified and contacted # of referrals received # of referrals made 	x	x	x	x	x	Grants Administrator	Normal ORA Staff Time
				x	x	x	x	x		
				x	x	x	x	x		
				x						
				x	x	x	x	x		
	Joint RA training programs with the collaborators	<ul style="list-style-type: none"> Develop joint RA training programs with the collaborators 	<ul style="list-style-type: none"> # of training programs # of RAs trained 	x					Grants Administrator	3,591,660

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		(finance budgeting, policies on grants, ICT use, research writing, etc) <ul style="list-style-type: none"> Carry out a needs assessment of Research administration staff training requirements 	TNA Report	x						
	Commercialised Research informed Health Products	Develop strategies to solicit for collaborators and link sponsors into commercialization of research informed Health products	# of Health products commercialised # of contacts made with sponsors	x	x	x	x	x	Innovations coordinator	9,946,136
Objective 4: To establish & strengthen governance structures that create a conducive research environment Outcome: A conducive Research Environment with strong governance structures										

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
	<ul style="list-style-type: none"> Policies on research 	Develop, Review and Implement Policies related to Research to ensure that the interests of both faculty and University are protected	<ul style="list-style-type: none"> Functional policies 	x	x	x	x	x	Dean FoM	20,000,000
	<ul style="list-style-type: none"> Quarterly updates Reports on Research and grants in the Faculty 	<ul style="list-style-type: none"> Periodically update the top management about researches being conducted 	<ul style="list-style-type: none"> Quarterly Reports update 	x	x	x	x	x	Grants Administrator	Normal ORA staff time
	<ul style="list-style-type: none"> Monthly meetings for both offices to share financial progress and reports on Grants 	<ul style="list-style-type: none"> Establish a mechanism for linking ORA to MGO & procurement 	<ul style="list-style-type: none"> # of meetings between ORA and MGO and procurement 	x	x	x	x	x		

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
	<ul style="list-style-type: none"> • Clear segregation of roles for each office • Data bank and server to share Financial information on Grants • Synergies for work between the two offices • Mentoring going on between senior and junior staff in both offices 	<ul style="list-style-type: none"> • Prepare quarterly Research/ grants procurement plans and present them to the Procurement office • Operationalise Financial Policies and procedures 	<ul style="list-style-type: none"> • Quarterly procurement plans made and presented to procurement • Reduction in turnaround time for procurement of research 	x	x	x	x	x		
	Grants Procurements sub committee	Lobby Top management to set up a Sub procurement committee to expedite procurement	<ul style="list-style-type: none"> • Procurement subcommittee for Grants 	x					MGO Director	Normal Faculty Staff time

Strategic Objective	Outputs	Key Activities	Indicators	Period				Responsibility	Cost
		for the donor projects							
	e-IRB System	Establish an e-IRB system	<ul style="list-style-type: none"> The e system # of research applications submitted through the e system # of Proposals approved through the system Reduction in Approval process time 	x				MUST IRC	36,550,000
	Compliance mechanisms for the different funders	Establish regulatory mechanisms to ensure compliance to funders' terms and conditions.	<ul style="list-style-type: none"> No of unqualified financial audits 	x				Compliance officer	1,200,000
	Research Agenda and PI research guidelines	Review Faculty of Medicine research priorities and come up with instructional	<ul style="list-style-type: none"> Research agenda Instruction guides to PIs 	x				Dean FoM	27,000,000

Strategic Objective	Outputs	Key Activities	Indicators	Period					Responsibility	Cost
		guidelines for Investigators/Researchers								

9.0 LOGFRAME

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions						
Objective 1: Establish an Operational Office of Research Administration Outcome: An operational One -Stop ORA											
	Functional ORA Strategic plan	<ul style="list-style-type: none"> • Strategic Planning workshop • Hold meetings to validate the ORA management structure • Hold a Stakeholders meeting to disseminate the strategic plan and operationalise it • Ongoing Monitoring 	<ul style="list-style-type: none"> • Workshop event • Validated Functional management structure • Stakeholders meeting • Operational strategic Plan • Monitoring Plan 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="1420 592 1657 738">Strategic plan document</td> </tr> <tr> <td data-bbox="1420 738 1657 831">ORA organogram</td> </tr> <tr> <td data-bbox="1420 831 1657 946">Report of the dissemination meeting</td> </tr> <tr> <td data-bbox="1420 946 1657 1061">Copies of the plan being referred to</td> </tr> <tr> <td data-bbox="1420 1061 1657 1176">Monitoring reports</td> </tr> <tr> <td data-bbox="1420 1176 1657 1256"></td> </tr> </table>	Strategic plan document	ORA organogram	Report of the dissemination meeting	Copies of the plan being referred to	Monitoring reports		Faculty will be supportive
Strategic plan document											
ORA organogram											
Report of the dissemination meeting											
Copies of the plan being referred to											
Monitoring reports											

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		of the implementation of the strategic plan <ul style="list-style-type: none"> • Carry out annual ORA staff performance appraisals • Prepare Annual work plans 	and annual reports <ul style="list-style-type: none"> • The Staff • Staff appraised Annual Work plans	Staff files Staff files Work plan document	
	Staff gaps filled	<ul style="list-style-type: none"> • Carry out staff recruitment to fill gaps in the structure 	<ul style="list-style-type: none"> • Staff recruited 	Filled organogram with staff names	
	The Launch event	<ul style="list-style-type: none"> • Launch and market the ORA FoM to the MUST community and beyond 	<ul style="list-style-type: none"> • Launch 	Report	
	Marketing Tools (like T shirts, brochures, copies	<ul style="list-style-type: none"> • Prepare tools to market the ORA 	<ul style="list-style-type: none"> • Marketing Tools (like T shirts, brochures, copies 	Copies of the tools	

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
	of the popular version of the strategic plan)		of the popular version of the strategic plan)		
	News letter publications	<ul style="list-style-type: none"> • Bi-annual newsletter for ORA for publication purposes 	<ul style="list-style-type: none"> • News Letters 	Copies of the news letters	
	A Functional Computer Resource center (Fast internet and Up to date web portal)	<ul style="list-style-type: none"> • Establish and equip the ICT resource center and Up to date Web portal regularly 	<ul style="list-style-type: none"> • An Up to date Web Portal • A Fully Equipped ICT Centre 	Asset register Resource Centre Performance reports	Have an active ICT department There will be dedicated internet connection
	Trained professional ORA administrators	<ul style="list-style-type: none"> • Continuous staff Development for the ORA administrators 	<ul style="list-style-type: none"> • # of trained RAs 	Performance reports	
	Harmonious research support structure	<ul style="list-style-type: none"> • Centralize and coordinate all the existing research support structures in 	<ul style="list-style-type: none"> • Centralised Research structures 	Performance reports	Continued Faculty support

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		the FoM			
	Funded Budget for ORA	Identify funding sources for the ORA Write and submit proposals that support research administration	<ul style="list-style-type: none"> • Amount of Funding for ORA activities • # of Proposal submitted for RA 	Financial reports	Available funding opportunities
	RAs Certificates, awards and prizes	Reward and Recognition of Research administrators	<ul style="list-style-type: none"> • # of RAs rewarded and recognised 	Copies of the Certificates	
	A research literate Community	Advising faculty and the University on emerging issues in research administration	<ul style="list-style-type: none"> • # of emerging issues communicated and documented 	Copies of policy releases	
	Functional Research support system	Maintain systems designed to encourage, support, and manage	<ul style="list-style-type: none"> • System audits • # of Corrective and Preventive Actions 	Performance reports	Continued university and faculty support

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		extramurally-funded researchers	<ul style="list-style-type: none"> Reduction in turnaround time 		
Strategic Objective: Build the capacity of researchers to access Research funding, motivate and retain them					
Out Come: Motivated Researchers able to access funding for research and projects					
	Mentorship Program and Research teams	Developing a mentorship program and research teams for researchers	<ul style="list-style-type: none"> # of mentors enrolled and trained # of mentees # of research Teams created 	Mentoring modules	Mentorship will be institutionalized
	Trainings in Research/trained researchers	Organise and carryout Trainings for researchers (which can be run and coordinated by office of research administration)	<ul style="list-style-type: none"> # of trainings # of researchers Trained 	Training Modules	Continued Faculty support

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
	Research and Project Funds	Support Researchers to Access and apply for Research and Project funds	<ul style="list-style-type: none"> Amount of funding for Research and Projects No of Grant applications Submitted 	Financial reports	Available funding opportunities
	Reward for Researchers Time efforts budgeted for	Implement mechanism to build time effort rewards in the projects for the researcher	# Researchers rewarded for time effort	Staff payrolls	
	Researchers membership with Global research bodies	Supporting researchers subscribe and belong to international research bodies (because of the benefits that accrue)	# of Research global bodies subscribed to # of researchers with membership	Membership certificates	
	Database for researchers areas of interest	Data base to monitor and track individual researchers' interest, & Publications	Database # of researcher's whose interests are recorded	Researchers interests lists	
	Faculty Publications	Strengthen research dissemination by	# of publications # of disseminations	Publications	The researchers will publish

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		publishing health related researchers presented.	done		
	Documented Career path for researchers	Develop and implement a career path for researchers.	Career path documented and operationalised	Human Resources Manual	
	Reward for High calibre Researchers	Develop criteria for rewarding high calibre researchers	# of types of rewards # of researchers rewarded	Copies of rewards	
Objective 3: To strengthen the existing collaborations and develop networks to attract more collaborators and partners. Outcome : Strong and effective collaboration and partnership engagements with at least 100 institutions by the end of 2018					
	<ul style="list-style-type: none"> A data base of existing and potential Collaborators on Research Networking activities with Potential Collaborators 	<ul style="list-style-type: none"> Develop a database of the existing and potential collaborators on Research Identify potential collaborators Design and develop a 	<ul style="list-style-type: none"> Database No. Of collaborators logged in the database Network events 	Database Event Reports	A vibrant IT team

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
	<ul style="list-style-type: none"> • Collaborators Database MoU's • Contract Agreements • Partnership Deeds • Criteria for Potential Collaborators Documented 	<p>criteria for vetting collaborators</p> <ul style="list-style-type: none"> • Annually review collaborators • Play a supportive role in the execution process of MOUs, Contract Agreements & Partnership Deeds • Organize and hold networking meetings 	<ul style="list-style-type: none"> • #of MOUs • # of Contract Agreements • # of partnership deeds 	<p>MOU on Files</p> <p>Contract/ Agreements on file</p> <p>Vetting policy document</p>	
	<p>Joint Collaborative Funding</p>	<ul style="list-style-type: none"> • Access collaborative funding opportunities • Initiate and Solicit for Teaming agreements 	<ul style="list-style-type: none"> • # of Collaborative grant applications • Amount of money in US Dollars 	<p>Grants register</p> <p>Financial reports</p>	<p>Funding opportunities available</p> <p>The environment will be favourable to attract the collaborators</p>

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		and letters of support <ul style="list-style-type: none"> • Identify potential partners • Develop an inter agency referral system • Provide services 	<ul style="list-style-type: none"> • Potential partners Identified and contacted • # of referrals received • # of referrals made 		
	Joint RA training programs with the collaborators	<ul style="list-style-type: none"> • Develop joint RA training programs with the collaborators (finance budgeting, policies on grants, ICT use, research writing, etc) • Carry out a needs assessment of Research 	# of training programs # of RAs trained TNA Report	Training Modules TNA Report	Collaborators will be available

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		<p>administration staff training requirements</p>			
	Commercialised Research informed Health Products	Develop strategies to solicit for collaborators and link sponsors into commercialization of research informed Health products	<p># of Health products commercialised</p> <p># of contacts made with sponsors</p>	Financial reports	A vibrant innovations office
<p>Objective 4: To establish & strengthen governance structures that create a conducive research environment</p> <p>Outcome: A conducive Research Environment with strong governance structures</p>					
	<ul style="list-style-type: none"> Policies on research 	Develop, Review and Implement Policies related to Research to	<ul style="list-style-type: none"> Functional policies 	Research Policy documents	Policies will be put in place

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		ensure that the interests of both faculty and University are protected			
	<ul style="list-style-type: none"> Quarterly updates Reports on Research and grants in the Faculty 	<ul style="list-style-type: none"> Periodically update the top management about researches being conducted 	<ul style="list-style-type: none"> Quarterly Reports update 	Quarterly reports	
	<ul style="list-style-type: none"> Monthly meetings for both offices to share financial progress and reports on Grants 	<ul style="list-style-type: none"> Establish a mechanism for linking ORA to MGO & procurement 	<ul style="list-style-type: none"> # of meetings between ORA and MGO and procurement 	Minutes on file	Smooth operation between the ORA FoM and CIRIMO

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
	<ul style="list-style-type: none"> • Clear segregation of roles for each office • Data bank and server to share Financial information on Grants • Synergies for work between the two offices • Mentoring going on between senior and junior staff in both offices 	<ul style="list-style-type: none"> • Prepare quarterly Research/ grants procurement plans and present them to the Procurement office • Operationalise Financial Policies and procedures 	<ul style="list-style-type: none"> • Quarterly procurement plans made and presented to procurement • Reduction in turnaround time for procurement of research 	<p>Performance reports</p> <p>Mentoring reports</p>	
	Grants Procurements sub procurement committee	Lobby Top management to set up a Sub procurement committee	<ul style="list-style-type: none"> • Procurement subcommittee for Grants 	Minutes of approval	Top management will be supportive

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		to expedite procurement for the donor projects		Minutes of the committee meetings	
	e-IRB System	Establish an e-IRB system	<ul style="list-style-type: none"> • The e system • # of research applications submitted through the e system • # of Proposals approved through the system • Reduction in Approval process time 	e-IRB Portal IRB Reports	e-IRB system will be in place Researchers will embrace the system
	Compliance mechanisms for all different funders	Establish regulatory mechanisms to ensure compliance to funders' terms and conditions.	<ul style="list-style-type: none"> • No of unqualified financial audits 	Audit reports	
	Research Agenda and PI research guidelines	Review faculty research priorities and come up	<ul style="list-style-type: none"> • Research agenda • Instruction 	Research agenda document	

Strategic Objective	Outputs	Key Activities	Indicators	Means of Verification /Data Source for M&E	Assumptions
		with instructional guidelines for investigators/researchers	guides to PIs		

10.0 COSTING OF THE STRATEGIC PLAN

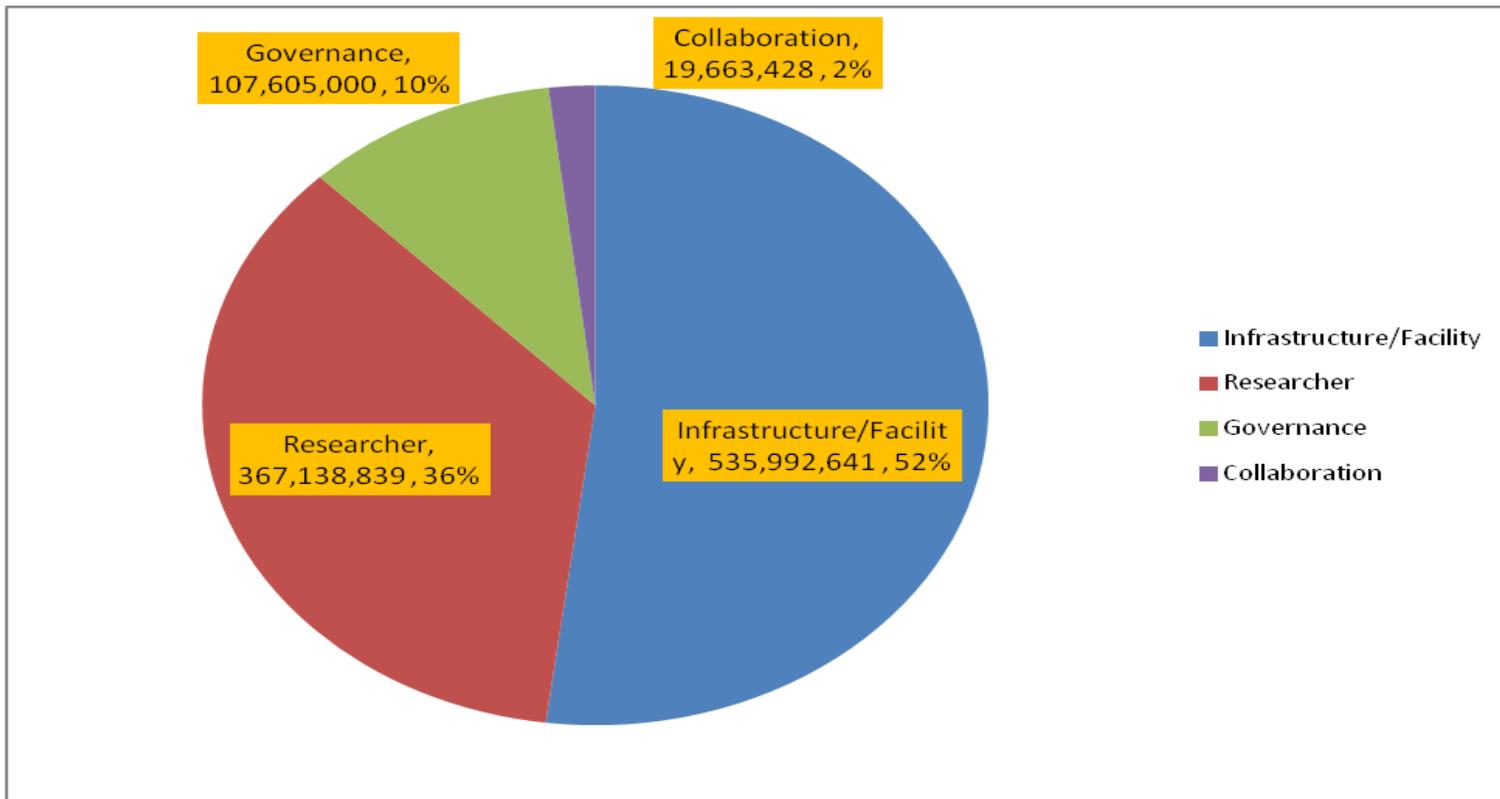
As ORA roles out its services to the Researchers in the FoM there is need for more resources in terms of people, funds and equipment. Responding to this noble cause calls for increased efficiency and focused utilization of the resources that are mobilised in a sustainable manner over the five years. The total cost of delivering this strategic plan is Ugx1,030,399,908 (\$412,160). As in Table 1 below

Table 1: Summary of Costs for the 5 years

%age	Focus Area	Year 1	Year 2	Year 3	Year 4	Year 5	Total	USD
52%	Infrastructure/Facility Establishment	233,332,000	70,220,850	73,731,893	77,418,487	81,289,411	535,992,641	214,397
36%	Researcher Development	67,180,000	69,594,000	73,073,700	76,727,385	80,563,754	367,138,839	146,856
10%	Governance and Compliance	46,005,000	15,400,000	15,400,000	15,400,000	15,400,000	107,605,000	43,042
2%	Collaboration & Partnerships	4,050,000	3,622,500	3,803,625	3,993,806	4,193,497	19,663,428	7,865
100	Total	350,567,000	158,837,350	166,009,218	173,539,678	181,446,662	1,030,399,908	412,160
	Percentage	34%	15%	16%	17%	18%	100%	

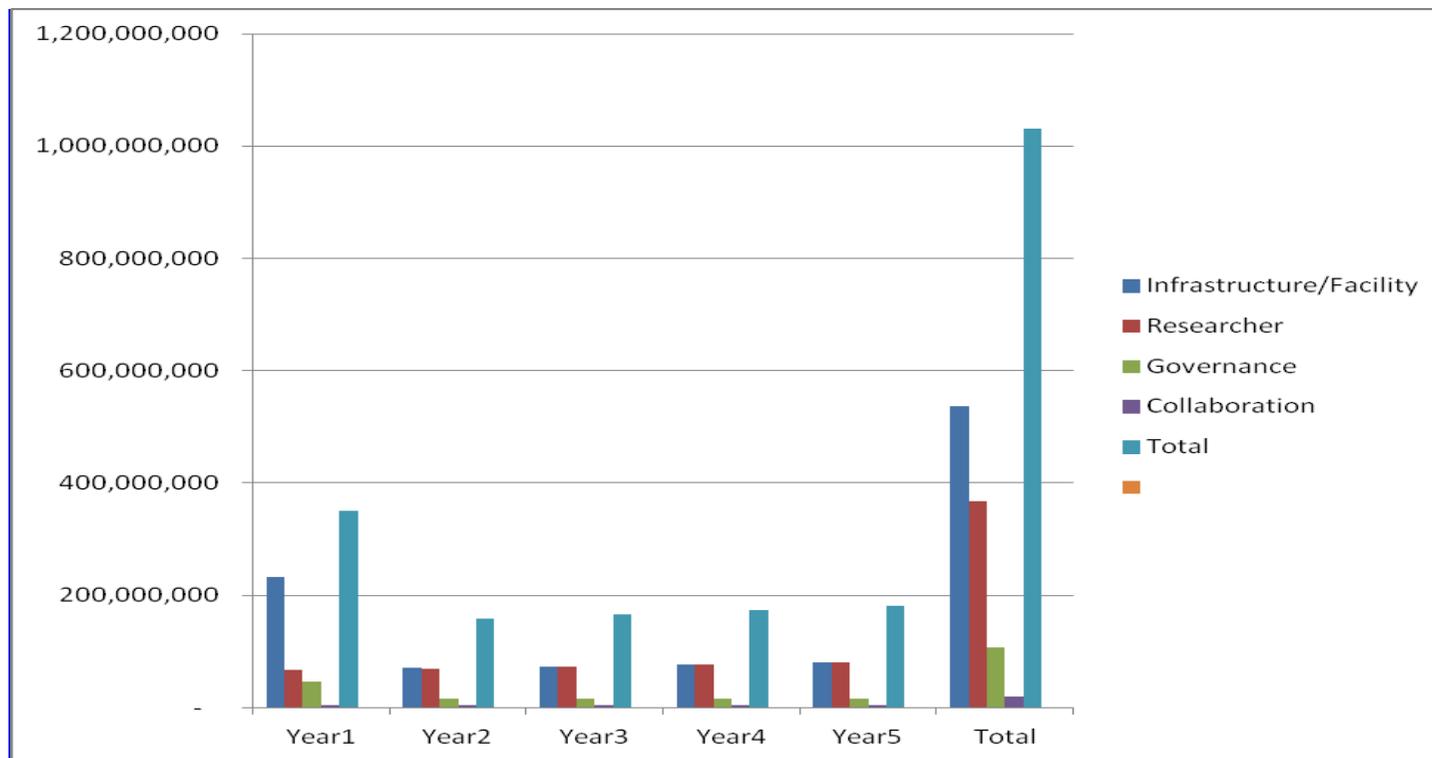
Infrastructure and facility establishment will cost Ugx535,992,641 which is the biggest percentage share of 52% of the total cost, followed by capacity development, mentoring and training of Researchers costing Ugx367,138,839 ie 36%share, Governance Ugx 107,605,000 i.e. 10% share and on Collaborations Ugx19,663,428 i.e. 2%. See figure 1 below

Figure 1: Costs by Area of Focus Amount and Percentage Share



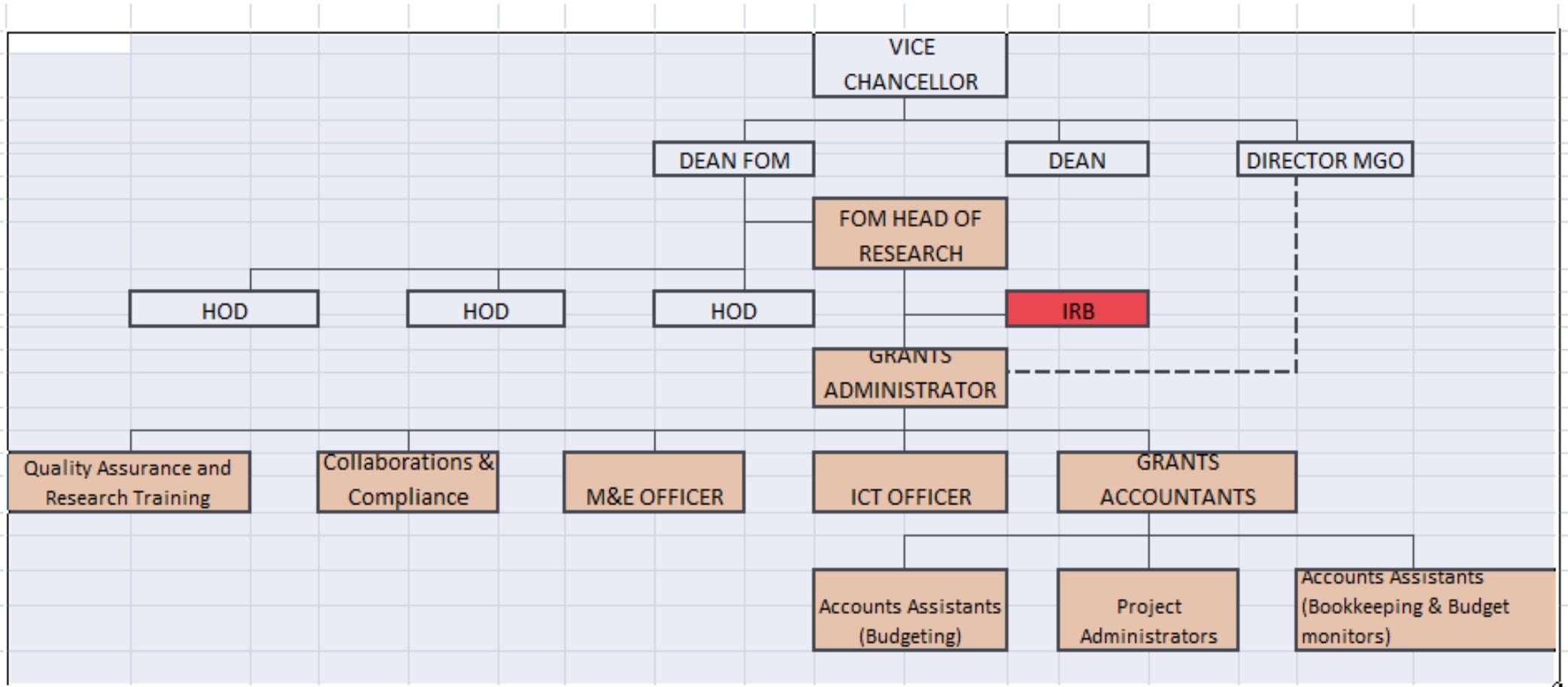
In the First year we will spend Ugx 350,567,000, in the second as per and figure 2 below. The cost will be highest in the first year i.e. Ugx350,567,000 i.e. 34% in order to cater for the establishment of the one stop research support facility, equipping the Computer centre, recruitment and development of staff and there after growing steadily to maintaining the ORA over the years.

Figure 2: Cost Trends over the Five years



In the second year the cost will be Ugx158,837,350 which is 15%, the third year the cost will be Ugx166,009,218 which is 16%, In the fourth year the cost will be Ugx173,539,678 ie 17% and in the fifth year Ugx181,446,662 which is 185 of the total cost of the five year strategy. See figure 2 above

11.0 PROPOSED ORGANISATIONAL STRUCTURE



ORA STRUCTURE

12.0 ANNEX: LIST OF PARTICIPANTS

No.	NAME	DEPARTMENT
1.	Kimera Richard	Institute of Computer Science
2.	Johnes Obungoloch	Biomedical Engineering
3.	Solomon Angum	Academic Registrar's office
4.	Amos Baryashaba	Computing Sciences
5.	Godfrey Rukundo	Psychiatry department
6.	Beebwa Esther	Nursing department
7.	Samantha Mary	ORA FoM
8.	Ochwo Steven	Consultant (FoM strategic plan)
9.	Mbabazi Margaret	MUST Grants Office
10.	Samuel Maling	Psychiatry
11.	Betty Mabisis	MakCHS Grants & Contracts Office
12.	Beinempaka Florence	Nursing department
13.	Frank Turyatunga	Finance FoM
14.	Edith Wakida	ORA FoM
15.	Joan Larok	MakCHS Grants & Contracts Office
16.	Wilfred Arubaku	Dental Surgery
17.	Bitariho Deogratius	Surgery
18.	Grace Mulyowa	Dermatology department
19.	Kabagyeni Pamela	ORA FoM
20.	Mugyeni Godfrey	OBGY
21.	Abel Kamugisha	Administrator FoM
22.	Apecu Onyuthi Richard	Medical laboratory Sciences
23.	Oloro Joseph	Pharmacology department
24.	Rogers Bariyo	Faculty of Development Studies
25.	Mukiza Christine	IT FoM
26.	Gertrude Kiwanuka	Biochemistry department

13.0 FACILITATORS

Mrs. Mabisi Betty

MBA (Finance & Accounting), B.Com. OD, OB & Fin. Consultant

Senior Manager Grants and Contracts Office

Makerere University College of Health Sciences

Ms Joan Larok

Msc. DE, ACCA, BSc.

Manager Grants and Contracts Office

Makerere University College of Health Sciences