

**Grant Number:** G11HD065299

**Project Title:** Strengthen Research Training & Administrative Capacity of the Office of Research at Joint Clinical Research Centre and Affiliated Institutions.

**Name of Grantee Organization:**

Joint Clinical Research Centre (JCRC)  
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**Project Period:** 05/10/2010 – 04/30/2015

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**FINAL PROGRESS REPORT**

## **I. Final Technical Progress Report**

### **A: Statement of progress towards the originally stated aims.**

**Introduction:** The goal of International Extramural Associates Research Development Award (IEARDA) was to develop cadres of research administrators that can address current and future National Institutes of Health (NIH) and other funding agencies' policies and regulations. The program also aimed at strengthening research training and grant administrative infrastructure at the Joint Clinical Research Centre (JCRC), Ndejje University and Uganda Christian University (UCU) in Uganda. The IEARDA has been a five years award by National Institutes of Health (NIH), Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) to JCRC grant number : G11HD065299 with This close out report is for the period 05/10/2010 – 04/30/2016 which include a one year no-cost extension that was granted. This includes a write up on the IEARDA award and Initiative on Research and Innovation Management (iRIM) administrative supplement award (3G11HD065299-03S1) funded by the President's Emergency Plan for Aids Relief (PEPFAR) through NICHD. As described in this close-out report, this successful program has met very important milestones contributing to a sustainable research administrative, grants application and management capacity not only in Uganda but the Sub-Saharan Africa (SSA) region through the iRIM. Mr. Nelson Sande Kakande has been the Principal Investigator (PI) for IEARDA . The board members were Prof. Peter Mugenyi, Dr. Cissy Kityo Dr. Lydia Emuron, Dr. Fredrick Kakembo and Dr. Christopher Byaruhanga representing partner institutions. Ms. Regina Namirembe and Prof. Dan Kaye provided technical support and guidance throughout the during program implementation. Key aspects in this report are: accomplishments and progress towards fulfilment of each of the 4 (four) specific objectives and the key milestones achieved by the program.

#### **(i). Strengthen research training and administrative infrastructure of the Office of Research and Development (ORD) at the IEARDA partner institutions.**

Each of the three collaborating institutions have a fully furnished and functioning Office of Research and Development (ORD). Although the title of the office is differently for these institutions, what is common for all is that it is a centralized office providing research and grants administration services to staff and scientists from partner institutions. Secondly, Ndejje University and Uganda Christian Universities and JCRC, were supported and as of now, they have approved research and grants policy documents tailored to the vision, mission, values, and mandate of respective university. The policy documents were most wanted to guide the processes, justifying the establishment, mandate and sustainability the research office which did not exist before IEARDA program. Management at these institutions have continued to seek support from IEARDA PI and beneficiaries which shows a growing understanding of the importance of research administration.

#### **ii). To assist affiliated academic and research institutions in standardization and completing mandatory registration necessary for NIH electronic grant applications.**

Selected teams at collaborating institutions received hands-on training on registration of respective institutions for online electronic grants application and administration. Therefore, Ndejje and Uganda Christian Universities and JCRC are fully registered in Grants.gov and successfully transferred SAMS although continued support is required to march with the dynamic research funding competitiveness that create a challenging environment for scientists in Africa. Several scientists have been introduced to eRa Commons podium including registration of personnel and general use for both pre-award and post-award processes.

#### **iii). To foster and strengthen collaboration among social science, medical, clinical, and public health disciplines so that trainees can develop capacity to manage multi-disciplinary and interdisciplinary research.**

In order to fulfil this objective, IEARDA established and have been undating a list-serve of multi-discipline professionals . The lis has a total of 178 scientists which is above the target of 120 scientists. The list includes: research administrators, Principal Investigators, post graduate students, mentors, grants managers, research scientists, Forgary alumni, and IEARDA PIs in Africa. For the last six years, the IEARDA program coordinator identify, verify eligibility and regularly disseminate opportunities on training, conferences, seminars, grants and other relevant information to personnel onteh email list-serve. Participanst on the list-serve are also encouraged to share relevant information and opprtunities.

**iv). To provide short term training workshops and seminars to multi-disciplinary group.**

These short courses were tailored to the specific training needs of different professionals. The training workshops were jointly planned, organized and evaluated by IEARDA board members in collaboration with partner institutions and other relevant programs. Evaluation an d follow up indicate that trainees benefited a lot from these courses. Some training workshops were co-funded by IEARDA and other programs/institutions working in Uganda. Table 1 shows the aggregate number of trainees as was reported in annual progress reports over the 5 years including the no cost extension.

Table1: Short courses conducted and number of trainees during the funding period 2004-2016.

No.	Short Courses	YEARS					TOTAL
		1	2	3	4	5	
1	Grants writing, Grants Adm. & Awards Mgt.	45	34			36	115
2.	Introduction to Dissemination & Implementation Reser.		38				38
3.	Introduction to Research Ethics		35	25	30		90
4.	Manuscript writing, Publication & Intellectual Property				30	38	68
5.	Engaging the Public in Research	28				31	59
6.	Introduction to Research Administration			30		34	64
7.	Translation of Research Findings into Practice & Policy			36		32	68
8.	Training Trainers in Grants writing, Grants Adm. & Mgt.			32			32
9.	Communicating Research thru.Media and Creative Arts		48				48
10.	Mentoring and Mentorship Training			46			46
	<b>TOTAL</b>						<b>628</b>

**v). To provide JCRC International Extramural Associate (IEA) with training on NIH grantmanship so as to obtain knowledge and skills required to effectively administer NIH and other agencies**

Training on NIH grantmanship started with distance learning that was attended by Nelson Kakande (IEARD PI/IEA) together with other relevant personnel at JCRC. Thereafter Nelson successfully participated in the 2010 Extramural Associates residency training organized by NICHD, at the NIH. The resident provided Nelson with skills in grnat manship and administrative capacity to manage the award and to strengthen Offices of Research and development at partner institutions. Nelson came home with a lot of relevant resource materials (hard and soft copies), well mentored and widen network for consultation from which scientists and Institutions in Uganda continue to benefit. The skills and materials were also used by the NIH/FIC funded International Clinical Operation and Health Services (ICOHTA) HIV/TB training award (2004 to 2016) with Nelson as the program coordinator for ten years.

**B. Conferences, meetings and workshops attended during the reporting period**

The regional and international conferences attended provided avenues for learning, sharing experiences and networking. Those that were supported by IEARDA are indicted bellow:

1. The Association of Research Administrators in Africa (ARAA) annual meetings for the years 2011 , 2012, 2013 and 2015.

2. The IEARDA PIs joint review and training on 6, 2011 at the University of Witwatersrand South Africa and the first annual symposium of Medical Education Partnership Initiative (MEPI) and joint meeting of MEP and IEARDA PIS on March 7<sup>th</sup> to 10<sup>th</sup> 2011, at Radisson Hotel South Africa.
- 3). Society of Research Administrators (SRA) International annual symposium held October 22-26, 2011 at the Fairmont Hotel, in Montreal, Quebec, Canada. The JCRC paper was selected as best from Africa and Nelson participated in oral presentation competition where he emerged 3<sup>rd</sup> out of 6 participants.
- 4). The Society of Research Administrators International (SRA) annual symposium, October 1-3, 2012 at the Gaylord Hotel Orlando Florida USA. At this symposium, Nelson attended a full day training workshop and several intensive training series relevant to PIs and research administrators. He was awarded Certificate in Research Law which he had started during the 2011 SRA symposium.
- 5). The 2<sup>nd</sup> Annual Fogarty East Africa Meeting on 18<sup>th</sup> June 2011, attended by Florence Mirembe, the IEARDA coordinator.
- 6). The Annual Scientific Conference organized by the Uganda Society of Health Scientists (founded by Fogarty alumunai) for the years 2012, 2014.
- 7). Sustainable Development of research administration meeting for IEARDA PIs in Africa organized by NICHD. The meeting took place on July 29<sup>th</sup> to 30 July 2013 at Bethesda Maryland Washington USA.

### **C: Administrative supplement (Grant Number: 3G11HD065299-03S1)**

**Introduction:** The Initiative on Research and Innovation Management (iRIM) administrative supplement for IEARDA award. It was funded by (PEPFAR) through NICHD. The iRIM was awarded to consortium of the following institutions: University of Nairobi (UoN), Kenya; Muhimbili University College of Health and Allied Sciences (MUHAS), Tanzania; and Joint Clinical Research Centre (JCRC), Kampala, Uganda. The goal of the iRIM Administrative Supplement was to develop cadres of fully trained research administrators that can facilitate and/or develop the appropriate administrative infrastructure in their respective institutions for the implementation of rigorous sponsored biomedical and behavioral research programs Sub-Saharan Africa (SSA) countries. Specific aims of the iRIM were three fold; (i). Develop innovative research administration training modules. (ii). Conduct specialized intense research administration and grant management trainings workshops and (iii). Develop a long term residency program for training Research Administrators. Through iRIM a team of facilitators from Africa and NICHD team lead by Dr. Regina James (NICHD program officer) conducted Management and Research Administration Training Workshop in 2012 and 2013. The follow up evaluations done four months after the training indicated that these workshops enhanced trainee's knowledge on grants writing, policy, procedures and fiscal accountability. These workshops were conducted as follows:

a). **Kenya:** This workshop took place from 9<sup>th</sup> to 13<sup>th</sup> July 2012 and was facilitated by xx trainers. It was attended by a total of 43 trainees from seven countries and distributed as follows: Kenya (n=16), Uganda (11), Tanzania (7), Ethiopia (4), Rwanda (4) Burundi (1).

b). **Tanzania (Zanzibar):** This workshop took place from 5<sup>th</sup>-9<sup>th</sup> November, 2012 and was facilitated by xx trainers. The workshop was attended by 35 trainees from seven countries and distributed as follows: Kenya (n=8), Uganda (7), Tanzania (14), Ethiopia (1), Rwanda (2) Burundi (1) South Sudan (2).

c). **Senegal:** This workshop was conducted from 27<sup>th</sup> to 31<sup>st</sup> May 2013. It was facilitated by xx trainers and 2 interpreters. The workshop was attended by 22 trainees from 11 (Senegal, Comoros, Guinea, Mali, Benin, Niger, Congo Brazzaville, Burundi, Madagascar, Cote D'Ivoire and Gabon) Francophone countries.

In order to make the materials available to a broader audience, NICHD staff worked with the International Extramural Associates Research Development Award (IEARDA) grantees to develop interactive tutorials, video presentations, and PowerPoint slides that cover key grants topics. The following website was launched to disseminate these materials. To explore and use these tools, please visit <http://www.researchadministrationtools.org/>.

This collaboration through iRIM provided an opportunity to support a critical part of the sustainable research environment, which is crucial to the evolution and maintenance of strong research programs particularly in Sub-Saharan Africa. These tools will further enhance the ability of research and academic institutions in Africa to recruit and retain researchers and facilitate the development of administrative infrastructures for the implementation of a rigorous research program.

**D: List of publications originating from the grant**

One publication was made out of this award and the citation is indicated below:

Kakande Nelson, Kaye Dan, Namirembe Regina and Mugenyi Peter: Strengthening institutional research administration in Uganda: a case study on developing collaborations among academic and research institutions. *Journal of Research Administrators* Volume XLIII, Number 1, 2012. Society of Research Administrators International. Inc. ISSN 1539-1590, pp. 39-59.

**Conclusion:** Given the situation at hand and achievements elaborated above, there is no doubt that IEARDA award, G11HD065299 to Joint Clinical Research Centre was successfully executed and that it fulfilled its overall objective of strengthening the research capacity, grants management, and administrative infrastructure of the partner institutions.