



# **KABALE UNIVERSITY RESEARCH AGENDA 2020 - 2025**

## **DIRECTORATE OF RESEARCH AND PUBLICATION**

**SEPTEMBER 2020**

## ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AMR	Antimicrobial Resistance
AU	African Union
BSR	Biological Sciences Research
BUBU	Buy Uganda Build Uganda
CBOs	Community Based Organizations
CCM	Climate Change Management
CSOs	Civil Society Organizations
DGT	Directorate of Graduate Training
DRP	Directorate of Research and Publications
DRPC	Department Research and Publication Committee
EAC	East African Community
ENR	Environment Natural Resources
FAES	Faculty of Agriculture and Environment Sciences
FASS	Faculty of Arts and Social Sciences
FEMS	Faculty of Economics and Management Sciences
FETADFA	Faculty of Engineering Technology Applied Design and Fine Art
FOCLIS	Faculty of Computing Library and Information Sciences
FoE	Faculty of Education
FoS	Faculty of Science
FRPC	Faculty Research and Publication Committee
GNO	Grant Management Office
HC	Human Capital
HCD	Human Capacity Development
HD	Human Development
HEI	Higher Education Institution
HIV	Human-Immunodeficiency Virus
HSS	Humanities Social Sciences
ICT	Information Communication Technology
IIS	Indigenous Information System
IKS	Indigenous Knowledge System

ILS	Institute of Language Studies
KAB	Kabale University
KABREC	Kabale University Research Ethics Committee
KABSOM	Kabale University School of Medicine
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MDAs	Ministries Departments and Agencies
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
NARO	National Agricultural Research Organization
NCDs	Non-Communicable Diseases
NCHE	National Council for Higher Education
NDP	National Development Plan
NGO	Non-Governmental Organization
NTDs	Neglected Tropical Diseases
PSD	Private Sector Development
PSR	Physical Sciences Research
RA	Research Agenda
RID	Research Innovation Development
ROG	Research Operations Guidelines
RPAB	Research and Publications Advisory Board
RPCs	Research and Publication Committees
RPP	Research and Publication Policy
RPSP	Research and Publications Strategic Plan
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SETI	Science Engineering Technology Innovation
SMEs	Small and Medium Enterprises
SO	Strategic Objectives
SOP	Standard Operating Procedures
STDs	Sexually Transmitted Diseases
STEM	Science Engineering Technology Mathematics

STI	Science Technology Innovation
UIRI	Uganda Industrial Research Institute
UNCST	Uganda National Council of Science and Technology

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## Foreword

The novel Kabale University Research Agenda (KABRA) has been developed to build on the successes the University made in the first five years as a public University in Uganda. During this period, the University developed and operationalized systems and structures required to achieve its mandate of teaching and learning, research, and community engagement. One of these structures is the Directorate of Research and Publications (DRP). The mandates of the directorate are to harmonize and coordinate research and publication activities at the University. These include ensuring that the KABRA is developed and operationalized. The purpose of the Research Agenda is to provide a roadmap for research activities that contribute to and enhance the capacity of the University to achieve its research strategic objective.

The main objective of the KABRA is to provide a framework for research activities that will increase the production of relevant and impactful knowledge and services through research and innovations, and contribute to the transformation of Uganda society by achieving the Global Sustainable Development Goals. The research agenda will support the University in achieving its five-year strategic plan by strengthening and streamlining the governance of research and publication activities; developing an efficient and effective research workforce; building a resilient and sustainable research culture; increasing and diversifying the sources of funding for research activities; and increasing the number and impact of research outputs. Furthermore, the KABRA will enable the University to establish sustainable collaborations for research, advocate for minimum research infrastructure, and facilities for cutting-edge research.

The KABRA is to be implemented by researchers and their collaborators in faculties, schools, and institutes. The researchers shall benefit from the wealth of experienced colleagues in the faculties, schools, and institutes and their collective scientific and social networks. The KABRA will further enhance the gains made by the University in research since its transition as a public university and increase its research footprint nationally and internationally.

I appreciate the contribution of the staff who developed the KABRA. I thank the Director of the DRP for coordinating and finalizing the KABRA. I call upon all the staff to remain committed to the implementation of the Research Agenda.

Prof. Natal Ayiga

Director Research and Publications

**CHAPTER ONE****INTRODUCTION****1.1 Background**

Kabale University (KAB) was established in 2002 as a private Community University. On 29 September 2014, the University was granted a Charter by the National Council for Higher Education (NCHE). The Charter was assented to by His Excellency the President of the Republic of Uganda on 25 October 2015. On 16 July 2016, KAB became a Public University in Uganda under Statutory Instrument No. 36. The University is governed by the Universities and Other Tertiary Institutions Act 2001 (as amended). At its adoption as a public University, the mandate of KAB was to be a STEM/STEI-led University. This mandate calls for a greater emphasis on Science, Technology, Engineering and Mathematics (STEM) research and development (RD). However, the Humanities and Social Sciences (HSS) programmes continue to complement STEM/STEI programmes.



## 1.2 Kabale University Philosophy

<b>Vision:</b>	A sustainable vibrant University of academic excellence in the Great Lakes Region and beyond
<b>Mission:</b>	To be an efficient and effective University that excels in teaching, learning, research, innovation, and community engagement
<b>Goal:</b>	Produce marketable and quality graduates that provide relevant professional services to society.

The Vision and Mission of KAB are consistent with Uganda's national Vision 2040, which aims to transform the country from a poor to a higher middle-income status by 2040. Education in general and STEM/STEI, in particular, has been identified as one of the main strategies in achieving Uganda's transformation.<sup>1</sup> To contribute to the achievement of Vision 2040, KAB has developed a five-year strategic plan for 2020/21-2024/25. The goal of the University's Strategic Plan is *to produce marketable and quality graduates that provide relevant professional services to society*. This goal is consistent with the National Development Plan III (NDPIII), which outlines Uganda's medium-term strategic direction, development priorities, and implementation strategies that will feed into achieving Vision 2040.

The focus of the University's contribution in achieving NDP III is programme 12 - Human Capital Development (HCD). The goal of HCD is *to improve the productivity of labour for increased competitiveness and better quality of life for all*. The specific objective of the University's intervention in the programme is *to produce appropriate, knowledgeable, skilled, and ethical labour force*. KAB shall contribute to achieving the HCD goal through teaching, research, and community engagement. The mission of the University also extends to include its relevance to the broader regional, continental and international development goals. These goals are outlined in the East African Community (EAC) Vision

<sup>1</sup>Planning Office. Kabale University Strategic Plan 2020/21-2024/25. Kabale University, Kabale University.

2050<sup>2</sup>, the African Union (AU) Vision 2063,<sup>3</sup> and the Sustainable Development Goals (SDGs) 2030.<sup>4</sup>

### 1.3 Kabale University Research Agenda

Research is a critical activity in policy development and implementation. It provides the evidence needed for decision-making. Research in Higher Education Institutions (HEIs) is a channel of knowledge creation and dissemination that makes HEIs relevant to society by influencing development policy; creating knowledge needed for teaching and learning; contributing to national, regional, and international development through the sharing of research information and expertise; and improving the ranking of HEIs. In these regards, research should constitute a proportionately large percentage of activities and resources at universities. There is sufficient evidence indicating that universities with a clear research roadmap, increased investments in research, and increased research outputs have a higher potential for growth.<sup>5</sup> The KABRA shall provide a roadmap for research activities and show the footprint of Kabale University in the knowledge society.

Since becoming a public University in Uganda, KAB has grown in the number and levels of academic programmes and academic staff. The growth in these areas paved the way for KAB's first Research Agenda (RA). The purpose of the KABRA is ***to provide a roadmap for research activities that contribute to and enhance the capacity of the University to achieve its strategic objectives.*** Two of the strategic objectives (SOs) relevant to research are to:

- a. produce Knowledgeable and skilled graduates with strong emphasis on STEM/STEI; and
- b. strengthen research, innovation, and publications capacity of KAB.

<sup>2</sup>EAC Secretariat. (2015). East African Community Vision 2050. The EAC Secretariat: Arusha, Tanzania.

<sup>3</sup>AU Commission. (2013). African Union Vision 2063. The AU Secretariat: Addis-Ababa, Ethiopia.

<sup>4</sup>United Nations. (2017). The Sustainable Development Goals. United Nations Development Programme: New York, USA.

<sup>5</sup>Gerlese Akerling. (2005). Academic growth and development- How do university academics experience it? *Higher Education*, Vol. 50, No. 1: 1-32.



#### 1.4 The Objectives of the Research Agenda

The main objective of the KABRA is *to provide a roadmap for research activities that will increase the production of relevant and impactful knowledge and services through research and innovations that can contribute to the wellbeing of society*. The specific objectives of the KABRA are to:

- a. strengthen and streamline the governance of research and publication activities;
- b. develop an efficient and effective research workforce;
- c. build a resilient and sustainable research culture;
- d. increase and diversify sources of funding for research and innovation activities;
- e. increase the number and impact of research output through publishing research articles in high-impact journals;
- f. establish sustainable collaborations for research with national and international research organizations; and
- g. advocate for the minimum research infrastructure and facilities for cutting-edge research.

#### 1.5 Guiding Principles of the Research Agenda

The KABRA is guided by the following principles:

- a. **Relevance:** The extent to which research at KAB contributes to national and international development priorities as indicated in the University Vision and

Mission, University Strategic Plan 2020/21-2024/25, the NDP III, and regional and international development frameworks.

- b. **Feasibility:** The extent to which research at KAB can be effectively and efficiently implemented, given the University's human, infrastructural, and financial resources and collaborations.
- c. **Innovative research outcomes:** The extent to which research at KAB has the likelihood of producing transformative knowledge and innovations.
- d. **Impact of the research outcome:** The extent to which research at KAB has measurable outcomes, is transformational and contributes to sustainable development at the national, regional, and global levels.
- e. **Multidisciplinary and complementarity:** The extent to which research at KAB promotes the use of different perspectives in solving research problems, and enhances the knowledge and skills of researchers by acquiring insights in other areas.
- f. **Emerging challenges:** The extent to which research at KAB contributes to solving emerging local, national, and global societal challenges.
- g. **Transparency and accessibility:** The extent to which research at KAB promotes openness as a means of ensuring research ethics and integrity, and sharing of research outputs freely, while abiding by intellectual property rights laws and regulations.



## CHAPTER

METHODOLOGY OF DEVELOPING THE  
RESEARCH AGENDA

## 2.1 Introduction

A research agenda is a description of organizational research priorities for a defined period. It is a roadmap that shows areas of the research focus of an organization. A research agenda changes over time with an increase in knowledge and the emergence of new research questions or contexts. This chapter describes the procedures used to develop the KABRA.

## 2.2 Procedure of Developing the Research Agenda

The development of KABRA started in 2020. The purpose of developing the KABRA is to provide clarity and a framework for research activities at KAB. The main objective of KABRA is to guide the research activities of staff and students in all academic and administrative units at KAB. Research at universities mainly takes place in faculties, schools and institutes. Accordingly, the faculties, a school, and an institute spearheaded the development of the KABRA.

Developing a research agenda is critical in linking research with the teaching and community engagement mandates of universities. Most of the research in universities is done in academic units by academic staff and students. The academic units also house the expertise needed to engage in research, teaching, and community engagement. The academic units are therefore better placed to lead the development of research agenda. In this regard, the faculties, a school, and an institute at KAB analysed their strengths and developed faculty, school, and institute-based research agendas.

The procedure below describes the steps taken in developing the research agenda.

- a. **Situation analysis:** Faculties, Schools, and Institutes conducted a research and development situation analysis relevant to their core teaching, research, and community engagement mandates. This process enabled Faculties, Schools, and Institutes to identify research issues that contribute to transforming society.

- b. **Benchmarking and stakeholder consultations:** The Faculty Research and Publications Committees (FRPCs) carried out benchmarking and stakeholder consultations to develop the Faculty, School, and Institute research agendas. The stakeholders, including implementing agencies in education, health, agriculture, private sector players in business and industry, and selected government institutions, were consulted.
- c. **Research and Publications Committees:** Each Faculty, school, and institute has a Research and Publications Committee (FRPC) whose overall function is to coordinate research activities at the faculty, school, and institute level. In this regard, each FRPC drafted the Faculty, School, and Institute Research Agenda (RA). A few faculties that needed external support conducted externally facilitated workshops to support the development of their RAs. The RAs were discussed at the Faculty Boards and submitted to the Directorate of Research and Publications (DRP).
- d. **Synthesis of Faculty, School, and Institute RAs:** The DRP synthesized the Faculty, School, and Institute RAs and summarized them into broad thematic areas. The summaries described the research goals, the thematic areas, and their rationale. Consultative meetings were held between the DRP and FRPC to agree on Faculty, School and Institute RAs. The consultative meetings ensured that the final KABRA remained consistent with the Faculty School, and Institute RAs.
- e. **Review of national, regional, and global development frameworks:** The DRP reviewed national, regional, and international development protocols for contextual relevance of the KABRA. Some of the protocols reviewed are the Uganda Vision 2040, NDP III, the NRM Political Party Manifesto, the EAC Vision 2050, AU Vision 2063, and the SDGs. Priority issues identified were subsequently infused in the final KABRA to demonstrate the relevance and demand-driven nature of the KABRA.
- f. **Adoption of the draft KABRA by the RPAB:** The KABRA was submitted by the DRP to the Research and Publications Advisory Board (RPAB) for review, adoption and recommendation to the University Senate for final approval.



- g. **Approval of the Draft KABRA by Senate:** After its adoption by RPAB, the KABRA was forwarded to the Kabale University Senate for approval on 22<sup>nd</sup> October 2021. After its approval, the KABRA became the official RA of Kabale University.

## CHAPTER THREE: THE RESEARCH AGENDA

### 3.1 Introduction

This chapter describes the thematic areas of the KABRA. It also presents the summary of the Faculty, School and Institute RAs. In addition, the chapter presents the rationale and relevance of the KABRA to national, regional and international development goals.

### 3.2 Thematic Areas of Kabale University Research Agenda

The strategic focus of the KABRA is to promote and support research activities that lead to the achievement of the Uganda Vision 2040. The Vision aims to transform Uganda's society from a peasant to a prosperous country. In this regard, the KABRA responds to the NDP III, regional and global development goals. Accordingly, all research projects at Kabale University are required to comply with the KABRA. The broad thematic areas of the KABRA are:

- a) Crop and livestock production, diversification, post-harvest management, value addition for a sustainable and profitable agriculture sector;
- b) Natural resources management and mitigation of environmental degradation, climate change, and their impacts;
- c) Community social transformation, social protection, governance, land administration, and human rights;
- d) Indigenous Knowledge Systems (IKS), management and preservation;
- e) Innovation in ICT products and information systems, applications, and penetration;
- f) Private Sector Development (PSD) with a focus on Small and Medium Enterprises (SMEs);
- g) Tourism development and sustainability;
- h) Access, inclusion, equality, quality, and relevance of education;
- i) Energy and environment, transformative digital technologies, materials development, and creative design and fine art;

- j) Translation and creative writing and publishing in African and Foreign languages;
- k) Literary theory, linguistic theory and its application to African and Foreign languages;
- l) Population health with a focus on the prevention of communicable and zoonotic diseases, Non-Communicable Diseases (NCDs), degenerative diseases, Maternal and Child Health (MCH), and Sexual and Reproductive Health (SRH);
- m) Biological Science Research (BSR) with a focus on the utilization and conservation of natural resources through research directed to health, environment, food and industrialization;
- n) Physical Sciences Research (PSR) with a focus on modelling physical, biological and economic processes with applications to agriculture, space science, medicine, and the transport industry.

### 3.3 Faculty Research Agendas

The nine academic units at Kabale University developed the KABRA. These included the Faculty of Agriculture and Environment Sciences (FAES), the Faculty of Arts and Social Sciences (FASS), the Faculty of Computing, Library and Information Sciences (FOCLIS), the Faculty of Economics and Management Sciences (FEMS), and the Faculty of Education (FOE). The others are the Faculty of Engineering Technology, Applied Design and Fine Art (FETADFA), the Institute of Language Studies (ILS), the Kabale School of Medicine (KABSOM), and the Faculty of Science (FOS).

#### 3.3.1 Faculty of Agriculture and Environmental Sciences

The research plan of the FAES is to conduct basic and applied research that will lead to developing and adopting technologies that enhance sustainable utilization of the fragile and ecologically sensitive ecosystems in Uganda. The goal of the research agenda is “Increased knowledge for increased productivity, the profitability of the agricultural sector, and a sustainable environment”.



The RA of FAES responds to local, national, and international development priorities as outlined in the Uganda Vision 2040, EAC Vision 2050, AU Vision 2063, and SDGs 2030. These priorities include Agro-industrialization for increased commercialization and competitiveness of agricultural production and agro-processing; Human Capital Development (HCD) to improve the productivity of labour for increased competitiveness and better quality of life; and programmes on natural resources, environment, climate change, land and water resources to reduce environmental degradation and mitigate the adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihoods.<sup>6</sup> The FAES RA shall also respond directly to the SDGs on: end poverty in all its forms everywhere; end hunger, improve nutrition and promote sustainable agriculture; ensure availability and sustainable management of water and sanitation for all; and take action to combat climate change and its impacts.

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<sup>6</sup>Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning, and Economic Development, Kampala, Uganda.



The goal of the FAES research agenda is  
*“to generate knowledge for quality teaching, increased productivity and profitability of agricultural sector, and environmentally sustainable development”.*

Other development priorities to be addressed by the FAES research agenda are the EAC Vision 2050 goal on agriculture production and productivity and natural resource and environmental management<sup>7</sup>; the African Union Vision 2063 goal on having healthy and well-nourished citizens; achieving modern agriculture for increased production, productivity, and value addition; and achieving environmentally sustainable and climate-resilient economy and communities<sup>8</sup>.

The FAES RA is to be carried out under four agricultural and environmental research themes:

**a. Crop Production, Diversification, Mechanization, and Value Addition**

Population growth has increased the demand for food and other crop-based products. The current subsistence methods, climate change, the prevalence of resistant and recalcitrant crop pathogens, pests and weeds, and natural disasters have the potential to reduce food security, leading to nutritional and public health challenges. The main objective of the theme is to increase production, diversify, mechanize, and add value to crops to achieve a sustainable and profitable agriculture sector. Research at FAES shall propagate, conserve genetic variety, increase production of food crops, and prevent losses in food crop production.

<sup>7</sup> EAC Secretariat. (2015). EAC Vision 2050, East African Community Vision 2050: the regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

<sup>8</sup>AU Commission. (2014). Agenda 2063 The Africa we want. The African Union Commission, Addis-Ababa, Ethiopia.

Research in crops shall also help create knowledge, develop technologies and promote adoptions that enhance crop production, diversification, and value addition.

***b. Post-Harvest Handling***

Farmers experience a low return on investment in agriculture as a result of post-harvest losses. Research in post-harvest management will facilitate the development of effective methods for the management of agricultural resources. The research in post-harvest management shall focus on preserving the quality, quantity, safety, and value addition of agricultural commodities. It shall specifically target smallholder farmers because they experience the highest risk of post-harvest losses. Some of the areas for research shall include management of perishables, cleaning, sorting, grading, storage, value chain management, and packaging.

***c. Livestock Production, Animal Health, and Value Addition***

Livestock production is one of the agricultural activities in Uganda. However, the level of output is far short of the demand for meat and other livestock products. Livestock is also affected by diseases that reduce its profitability to farmers. These diseases also increase the risk of transmission of zoonotic diseases to humans. In addition, adding value to livestock increases the shelf-life of animal products, reduces health risks to consumers, and increases its profitability to farmers. The research in livestock production shall focus on knowledge and technologies that enhance livestock production, improve animal health, and the value of livestock products.

***d. Natural Resources, Environment, Climate Change Management***

Human activities on the harnessing of natural resources have been environmentally destructive. Although there have been efforts to mitigate the human impact on the environment, these efforts have yet to bear lasting benefits. The research on environment and natural resources shall focus on the knowledge and methods that lead to the efficient utilization of natural resources and mitigation



of environmental degradation, climate change, and their impacts. Another challenge is in land administration, which is a critical component of efficient land management. Research in land administration shall focus on land use and related environmental resources.

### 3.3.2 Faculty of Arts and Social Sciences

The research goal of FASS is to contribute knowledge for improving population welfare and effective and efficient governance of society. FASS research agenda hinges on Uganda's position as a destination for refugees, high prevalence of poverty and unemployment, high prevalence of violence against women and children, increasing need for care of chronically ill people, persistence of destitute people in urban areas, livable and resilient urbanization, and the need to provide solutions to the above challenges by contributing knowledge and methods that lead to the attainment of the SDGs.



Research in HSS is multi-disciplinary and includes such broad areas as Human Development (HD), Psychology, Health, Sociology, Politics and Public Administration, Population Studies, and Social Work. In this regard, FASS shall focus on multi-disciplinary research. The FASS RA addresses a wide range of social problems such as populations at risk of vulnerability, poverty and welfare reforms, abuse of substances and their adverse impacts, the social dimensions of health, good governance, transparency, and accountability. The FASS RA shall contribute to the NDP III programmes on sustainable urbanization and housing, HCD, community mobilization, mindset change, governance

and security, and public sector transformation<sup>9</sup>. It will also contribute to achieving SDGs on ending poverty, ensuring healthy lives, gender equality, and women empowerment. The FASS research shall also contribute to achieving inclusive and sustainable economic growth, full and productive employment, and decent work for all, making cities and human settlements inclusive, safe, resilient, and sustainable.

The FASS research agenda shall focus on five broad themes:

***a. Community Social Transformation***

Group-based poverty and inequality are pervasive in Uganda and other countries in the Great Lakes Region. Research on community transformation shall address issues of poverty reduction under various policy regimes and for the different subgroups of the population. The HSS research shall also identify the drivers of social and economic inequalities, assess the impacts of social and economic inequality, and provide information for increasing social and economic equity and justice.

***b. Social Protection and Prevention of Delinquency***

Research in this theme shall focus on the social and human rights of vulnerable and marginalized population groups. These shall include children and adolescents, persons with disabilities, persons in prostitution, persons with continuing and emerging pandemics such HIV/AIDS and Covid-19; prevention of domestic and gender-based violence and mitigation of its impacts; and causes of suicide and delinquent behaviour, and addressing their impacts and prevention.

***c. Governance, Rule of Law and Human Rights***

Research in this area shall promote good governance, transparency, and accountability in all contexts such as economic, political, socio-cultural, and humanitarian. Specifically, research will be on decentralization and service delivery, refugees and host community relations, human rights and good

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<sup>9</sup> Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.



governance, and effectiveness of conflict resolution mechanism including indigenous conflict resolution practices.

**d. *Indigenous Knowledge Management Systems***

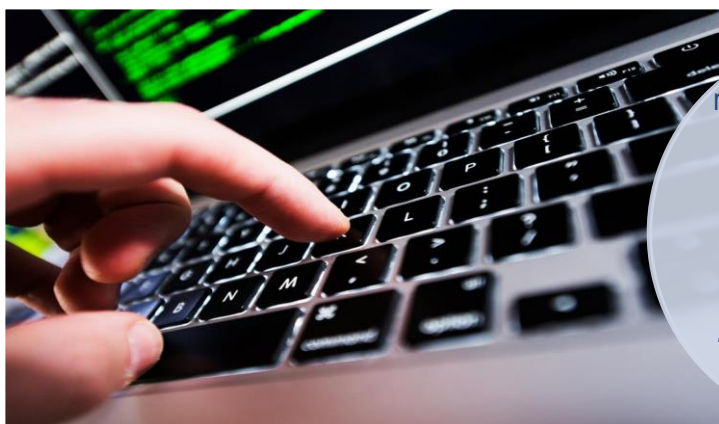
Indigenous knowledge refers to knowledge that evolved within each society independent of each other well before the modern scientific era. It comprises knowledge, skills and technologies that evolved through interaction with the natural environment. This type of knowledge informs decision-making about every aspect of life including: the production of livelihood systems, social relations, religious beliefs and practices, political and governance systems.

**e. *Land Conflicts and Governance***

Uganda's land tenure system continues to be a stumbling block to the country's socio-economic development and the cause of conflicts and deprivation for many citizens. Uganda's land problem is rooted in the historical colonial government land management policies. Although many land reforms have been instituted since independence, these reforms have failed to cure the land administration challenges in Uganda. Research is needed to address and improve land administration in Uganda.

### **3.3.3 Faculty of Computing, Library and Information Sciences**

The mandate of FOCLIS is to train computer and information scientists to acquire the capacity to develop ICT solutions and manage information systems in all sectors of society effectively.



The goal of FOCLIS research agenda is “to contribute to the sustainable development of Uganda through Technology Innovation and Information Services as a societal based solution”.

The goal of the FOCLIS RA is, therefore, to contribute to innovation in the ICT sector and provide information services as a societal-based solution. The RA shall feed into attaining NDP III programmes on Digital Transformation by increasing ICT penetration and use of ICT services for social and economic development; and achieving the programme on innovation, technology development, and transfer by increasing adoption, transfer, and commercialization of technologies and innovations through a well-coordinated STI eco-system.<sup>10</sup> Additionally, the FOCLIS RA shall also contribute to indirectly attaining the SDGs on ensuring healthy lives and promoting well-being for all at all ages; ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all; promoting sustainable and inclusive economic growth; and ensuring productive employment and decent work for all.<sup>11</sup> The FOCLIS shall carry out research that will contribute to achieving the national policy on ICT by building ICT-competent human capital, improving information management, promoting ICT innovation in other sectors of the economy, and deepening utilization of ICT services in the population.

Over the next five years, the FOCLIS research agenda will focus on three thematic areas:

***a. Innovation in ICT Products, Applications, and Services Penetration***

<sup>10</sup> Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

<sup>11</sup> United Nations Development Programme. (2017). Sustainable Development Goals Report, 2017. United Nations: New York, USA.

The thematic area shall develop ICT products, deploy them for adoption, and increase service penetration in the general population.

**b. *Library and Information Services for Sustainable Development***

The challenge for any society is the lack of authentic, efficient, and reliable information. Therefore, this thematic area shall focus on addressing challenges affecting access to information that can improve the quality of life of Uganda's population. It will also integrate Indigenous Information Systems (IIS) and Management.

**c. *Cyber security, information access, and misinformation***

The proliferation of ICT has led to many benefits as well as challenges. Among the challenges is misinformation that has escalated through the widespread use of social media. Misinformation is a danger to the social, economic, health, and political wellbeing of society, making it more difficult for information users to make correct decisions. In addition, cyber threats, which undermine the survival and competitiveness of institutions and businesses globally, have increased. Research that prevents misinformation, mitigates its effects, and improves the security of information is needed.

### **3.3.4 Faculty of Economics and Management Sciences**

The goal of the FEMS RA is to contribute to national, regional, and global development goals through knowledge and innovations in the economic and management sciences. The FEMS research shall provide knowledge and practices needed to address economic growth, poverty reduction, entrepreneurship, and income disparity. The FEMS RA takes advantage of Uganda's strategic position as a trading gateway into the hinterland of East and Central Africa and Uganda's quest to transform its society from a poor and low-income to an upper-middle-income country.<sup>12</sup> Additionally, although

<sup>12</sup> Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

Uganda's overall poverty rate declined from more than 60% in 2006 to 26.7% in 2016, the country remains one of the poorest in the world, characterized by a high rate of unemployment and inequality.<sup>13</sup>



The goal of the (FEMS) research agenda is ***“to contribute to the sustainable achievement of university, national, regional as well as international development goals through knowledge creation and dissemination”***.

The FEMS RA will focus on research that will contribute to the achievement of the NDP III programmes on tourism development, private sector development, regional development and integration, and HCD<sup>14</sup>; the EAC Vision 2050 by contributing to interventions in tourism, trade, and services development and regional development and integration<sup>15</sup>; and directly to SDGs of decent work and economic growth and reduce inequalities in addition to ending poverty, ending hunger, and achieving gender equality

<sup>13</sup> EAC Secretariat. (2015). EAC Vision 2050, East African Community Vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

<sup>14</sup> Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

<sup>15</sup> EAC Secretariat. (2015). EAC Vision 2050, East African Community vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

and women empowerment<sup>16</sup>. Achieving these programme goals will contribute to achieving Uganda's Vision 2040.

The FEMS RA shall address the following two thematic areas:

***a. Private Sector Development and Small and Medium Enterprises***

Private sector-led development is the strategy of Uganda's medium and long-term development framework. The SMEs in many sectors such as agriculture, education, health, manufacturing, tourism, and trade are the main force supporting the PSD and Uganda's economy. However, SMEs in Uganda have faced significant survival and growth challenges. The research shall focus on challenges SMEs face in the investment environment, market access, import substitution drives such as Buy Uganda Build Uganda (BUBU), and access to financial services.

***b. Supply Chain Management***

The purpose of efficient Supply Chain Management (SCM) is to enhance faster delivery, higher efficiency, and accelerated cash flow. However, supply chain management in Africa in general, and Uganda in particular, is inefficient. To achieve the goal of SCM, research in this area shall focus on the management and improvement of supply chain processes and performance. These shall include research in supply planning, product planning, demand planning, sales, operations planning, and supply management.

***c. Accounting and Finance Management***

Accounting and financial management are critical in tracking income and expenditure patterns, ensuring compliance with statutory regulations, and providing investors and the government with the financial information needed for efficient and effective decisions. Research in this area will increase knowledge of financial functions, improve accounting and financial compliance with regulatory

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<sup>16</sup> United Nations Development Programme. (2017). Sustainable Development Goals Report, 2017. United Nations: New York, USA.

requirements. It will also identify the factors that influence accounting and financial practices in SMEs and provide accounting and financial solutions for institutions and businesses.

#### ***d. Tourism Development***

Tourism is a unique service industry and is a source of Uganda's foreign exchange. However, the tourism sector has been affected by inadequate menu offerings and low domestic clients. The tourism sector is further affected by the Covid-19 pandemic. Research in the tourism sector shall focus on developing methods for a competitive, resilient and sustainable tourism sector; examining the factors influencing the lack of domestic participants as consumers of tourism products and services; population and tourism sector interface through expanding tourist attraction activities to include culture and heritage tourism; the impact of climate change and natural disasters on sustainable tourism; and the impacts of tourism on the local economy and society of tourist destinations.

#### **3.3.5 Faculty of Education**

In 2012 the Centre for Universal Education pointed out that education in developing countries was in crisis and characterized by many out-of-school children and youth. Those in school are not learning the skills they need for their future.<sup>17</sup> Compared to the other East African Countries, this characterization of education has not changed much in Uganda, where the quality of education at all levels continues to decline, dropout rates are high, and students are learning skills that are out-of-date or not required in the job market.<sup>18</sup>

<sup>17</sup>Wagner, D. A., Murphy, K. M., & De Korne, H. (2012). Learning first: A research agenda for improving learning in low-income countries.

<sup>18</sup>Edwin Nuwagaba Babimpa. (2018). Causes of pupil drop out in primary schools in Uganda, Munich, GRIN Verlag, <https://www.grin.com/document/436080>.





The FOE RA advocates for the need for high-quality education, providing the right set of knowledge and skills relevant for the future, and making education inclusive and accessible to all children and youth. The goal of the RA is to ensure inclusive and accessible education that provides relevant knowledge, skills, and attitudes of the future to all. The goal is consistent with the Kabale University's motto of "Knowledge is the Future".



The goal of the FoE Research Agenda is therefore ***"To produce high quality and diverse graduates with relevant knowledge and skills relevant for the future"***.

The FOE RA emphasizes the production of new and innovative knowledge and methodologies that lead to the production of contextually relevant multidisciplinary knowledge as a means to contributing to the achievement of the Uganda NDP III

programmes on HCD and community mobilization and mindset change.<sup>19</sup> It will also contribute to achieving the SDGs on quality of education and gender equality, and women empowerment.<sup>20</sup> Through the RA, the FoE shall address the challenges of access, inclusion, equality, quality and relevance of education at all levels.

The main themes of the FOE RA are:

**a. Access, Inclusion, Equality, Quality, and Relevance of Education**

Systematic exclusion from the education system, poor quality of education, and the provision of irrelevant courses continue to erode the role of education in Uganda's social and economic transformation. Research in these areas shall identify the causes of exclusion, inequality, and poor quality of education in Uganda and identify the strategies needed to address them. The research shall pave the way in producing a human capital (HC) stock that is highly knowledgeable, with the right skills, attitudes and values.

**b. Digital education**

Despite the rapid evolution in digital technologies, the education system in developing countries, including Uganda, has remained focused on the traditional face-to-face approach. The Covid-19 pandemic has exposed the limitations of this approach for inclusive and continuous education during emergencies. The current global pandemic has demonstrated the importance of digital education for inclusivity and continuity of education. However, Uganda and many other developing countries are not prepared to substitute contact learning with digital remote learning at all levels of education due to the poor ICT infrastructure, high cost, and poor attitudes of communities towards the digital education system. In this regard, in collaboration with FOCLIS, the FOE shall promote research in digital education to encapsulate access and change of mindset to support digital

<sup>19</sup> Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

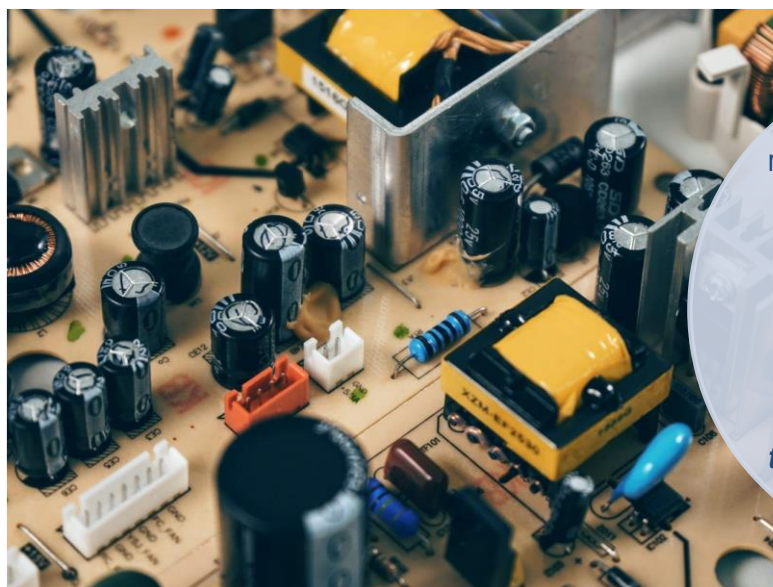
<sup>20</sup> United Nations Development Programme. (2017). Sustainable Development Goals Report, 2017. United Nations: New York, USA.



education for equitable, efficient, inclusive, and continuous teaching and learning at all levels.

### 3.3.6 Faculty of Engineering, Technology, Applied Design, and Fine Art

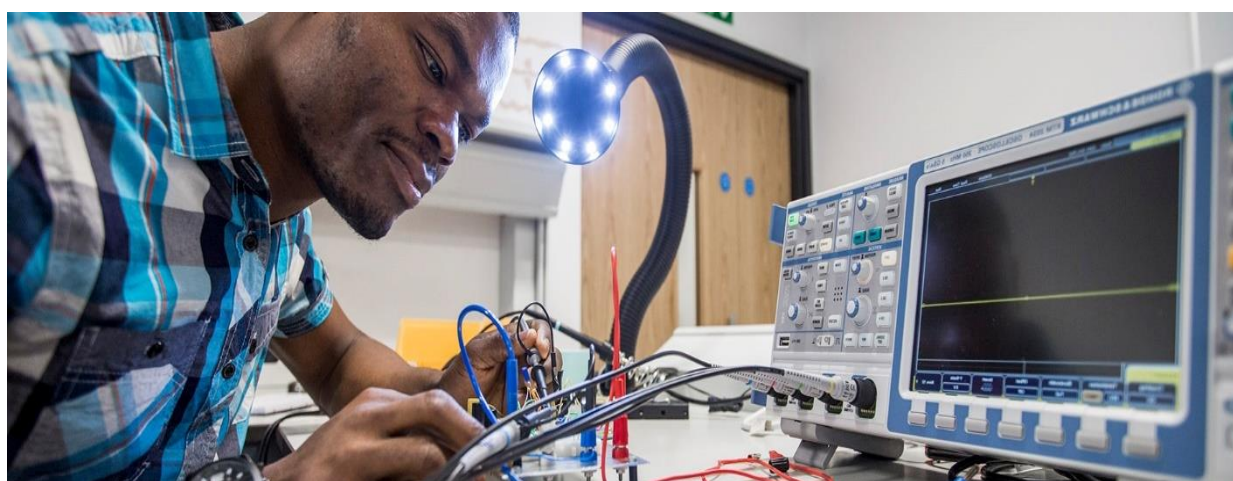
No country has attained any breakthrough in socio-economic development without developing a minimum SETI base. Research in SETI contributes to new knowledge, skills, and the requisite capabilities for the increased productivity and welfare of populations. In this regard, research in SETI is crucial for the attainment of Uganda Vision 2040. The goal of the FETADFA RA is to create knowledge and innovation that will contribute to the industrialization of Uganda. The research at FETADFA shall focus on basic and applied research in SETI and its applications to agriculture, health, education, communications, and the environment. The FAES shall collaborate with the Uganda Industrial Research Institute (UIRI), the National Agricultural Research Organization (NARO), and other Ugandan and international universities.



The goal of FETADFA research agenda is therefore ***“to enhance the contribution of SETI to industrial development, wealth creation and eradication of poverty through creation and dissemination of science, engineering and technology knowledge and innovation”***.

Through the knowledge and applications of research and innovation outputs, the research at FETADFA shall contribute to the achievement of NDP III programme areas of manufacturing, digital transformation, integrated transport infrastructure and services, sustainable energy development, human capital development and innovation, technology

development, and transfer.<sup>21</sup> Additionally, the FETADFA RA shall contribute to the EAC Vision 2050 on industrialization, promotion of green growth/economy through SETI.<sup>22</sup> Furthermore, it shall directly contribute to achieving the SDGs on poverty reduction, prevention of hunger, good health and wellbeing for all at all ages, ensure access to affordable, reliable, sustainable, and modern energy for all, build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation at the national level.<sup>23</sup>



The Faculty has identified five thematic areas to guide its research activities and will use a multidisciplinary and trans-disciplinary approach in implementing its RA. The research themes are:

**a. Energy and Power**

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<sup>21</sup>Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

<sup>22</sup>EAC Secretariat. (2015). EAC Vision 2050, East African Community Vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

<sup>23</sup>United Nations Development Programme. (2017). Sustainable Development Goals Report, 2017. United Nations: New York, USA.

Energy and power research is critical to ensure sustainable energy and power security, energy and power equity, and environmental sustainability. The research focus of this theme shall include basic and applied research in renewable energy, energy systems, power systems quality and stability, energy-efficient buildings, smart grids, and energy materials.

***b. Infrastructure and Environment***

The research theme shall adopt the multidisciplinary approach and conduct basic and innovative research on built and natural environments. The research shall focus on innovations in engineering and design of sustainable built systems, construction, innovative materials, environment, and water resources, climate change resilience, and infrastructure.

***c. Transformative Digital Technologies***

Research in this theme shall focus on computational imaging systems, machine learning, and automated systems; inter-networking and telecommunications technologies, internet of things, the web of things, optical information processing, artificial intelligence, robotics and new forms of the human-machine interface; and applications of digital technologies particularly in security, manufacturing, education, agriculture and health sectors.

***d. Materials, Design and Manufacturing***

The theme shall focus on numerical computation in understanding and optimizing material properties, design, and manufacturing processes. Materials of particular interest shall include advanced SMART engineering and nano-composites, adhesives, technical textiles, and porous materials. Emphasis shall also be on predicting the macro-scale properties of these materials from the underlying micro and mesostructure. Understanding the role of the manufacturing process in determining material behaviour will be addressed. The Design aspect of the research theme aims to reverse the typical design process by turning design problems into simulation problems, a method known as computer-automated design.

### e. *Creative Design and Fine Art*

Research in creative design and fine art shall include theoretical and applied research in design and architecture, health and wellbeing, materials culture, contemporary art and curating, spatial practices, ceramics as a sculptural medium, siting and heritage, and digital cultures.

### 3.3.7 Institute of Language Studies

The goal of the ILS RA is to promote the relevance and use of African and foreign languages and creative arts for regional and international integration and development. The ILS RA shall contribute to achieving the NDP III programme on tourism development through conserving, diversifying tourism products and services, and promoting regional tourism integration through language. These services and products shall include the arts and culture and the development of skilled personnel along the tourism value chain; programme on HCD through improving literacy levels in African and foreign languages; and programme on regional development through strengthening language as a prerequisite for regional trade, integration, and development.<sup>24</sup>



The goal of the Institute of Language Studies (ILS) RA is *“to promote the relevance and use of African and foreign languages and creative arts for regional and international integration and development”*.

<sup>24</sup>Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

In addition to contributing to the achievement of national development objectives, the RA shall contribute to achieving some of the aspirations outlined in the EAC Vision 2050, including enhancing inclusiveness in development and socio-economic transformation; creating a better environment for inter and intra- regional trade, and investment; free movement of people, labour, goods, services, and capital; and rights of establishment and rights of residence.<sup>25</sup>

To contribute to the achievement of the NDP III programmes and EAC aspirations, the ILS RA shall focus on the following themes:

***a. Translation and Creative Writing and Publishing in African and Foreign Languages***

The theme shall provide literature in African and Foreign languages in various forms, including translating books, writing poems, plays, and literature. The research shall contribute to improving literacy skills at all levels as a critical dimension of HCD. Language is also a prerequisite for inculcating culture in all aspects such as knowledge, ideas, attitudes, values, norms, art, and literature. A high literacy level has long-term positive impacts throughout the life course.

***b. Literary and Linguistic Theory and its Application to African and Foreign Languages***

The thematic area shall focus on applying literary and linguistic theories in studying African and Foreign languages. The research shall analyse forms of languages, meanings, social, cultural, historical, and political factors that influence language. The research will also use thematic methods of analysis of literary texts to understand the patterns of meanings in texts about social phenomena.

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<sup>25</sup>EAC Secretariat. (2015). EAC Vision 2050, East African Community vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.



### 3.3.8 Kabale University School of Medicine

The goal of the KABSOM RA is to contribute to improved human capital development through improvement in population health. Population health is one of the main factors that affect HCD and is critical in determining population wellness, human capabilities, and the standard of living.<sup>26</sup> Research on population health is therefore crucial because it directly contributes to improving human wellbeing and productivity.



The goal of the Kabale University of School of Medicine (KABSOM) RA is ***“to contribute to improved human capital development through improvement in population health”***.

Uganda is a country with a high disease burden, which continues to affect population wellbeing and productivity. Although Uganda attained the MDG 3 target on health by reducing the under-five mortality rate from 187 to 55 deaths per 1,000 by 2015, Uganda did not achieve many MDG health targets. For example, the burden of disease continues to be dominated by communicable diseases, which account for over 50% of morbidity and mortality;<sup>27</sup> there is an increase in the burden of non-communicable diseases

<sup>26</sup>David Bloom and David Canning. (2003). Health as Human Capital and its Impact on Economic Performance. The Geneva Papers on Risk and Insurance, 28(2): 304–315.

<sup>27</sup>World Health Organization. (2018). Country Cooperation Strategy: Uganda at a glance. World Health Organization, Geneva, Switzerland.

(NCDs);<sup>28</sup> Neglected Tropical Diseases (NTDs) remain persistent in rural poor communities,<sup>29</sup> and epidemic and vaccine-preventable diseases continue to plague the population in the lowest socioeconomic quintile.<sup>30</sup> Uganda is also affected by climate change, which influences the spread of endemic diseases.<sup>31</sup> Other growing risks to population health in Uganda are zoonotic diseases, antimicrobial resistance (AMR), and bio insecurity.<sup>32</sup>



The KABSOM RA shall address population health by contributing to achieving the NDP III programme on HCD objective 4, which aims to improve population health, safety, and management; and SDG 3, which aims to ensure healthy lives and well-being for all at all ages. Another area that the KABSOM RA will respond to is the EAC plan for achieving a healthy and productive population in the region through improved access, equity, and

<sup>28</sup>Onyilofo C. (2019). Case report of non-communicable diseases in Uganda: Addressing challenges with access to healthcare and how community health workers may be a potential solution. *Harvard Public Health Review*, 2019;23.

<sup>29</sup>Jan H. Kolaczinski, Narcis B. Kabatereine, Ambrose W. Onapa, Richard Ndyomugenyi, Abbas S.L. Kakembo, and Simon Brooker. (2007). Neglected tropical diseases in Uganda: the prospect and challenge of integrated control. *Trends Parasitology*, 23(10-3): 485–493.

<sup>30</sup>USAID. An overview of climate change and health in Uganda: African and Latin American Resilience to climate change (ARCC). USAID, 2014. Washington DC.

<sup>31</sup> The Republic of Uganda. Uganda HIV/AIDS Country progress report July 2016-JUNE 2017 Theme: "Reaching men, girls, and young women to reduce new HIV infections". Uganda Aids Commission, 2017: Kampala Uganda.

<sup>32</sup> The Republic of Uganda. (2018). Uganda One Health Strategic Plan 2018/2022. Ministry of Health: Kampala Uganda.

utilization of health services.<sup>33</sup> The RA shall also contribute to the achievement of the AU Vision 2063 aspiration to have healthy and well-nourished citizens.<sup>34</sup>

Given the inter and trans-disciplinary nature of health and population wellbeing, the KABSOM RA shall employ a multi-disciplinary approach that focuses on the broad theme of generating knowledge, innovations, and practices for effective prevention and management of diseases and health systems to achieve population health. The following thematic areas shall be focused on by research at KABSOM:

a. ***Communicable, Neglected Tropical Diseases, and Zoonotic diseases***

The above group of diseases is responsible for the highest-burden of ill health in Uganda and the Great Lakes region. Research in this area shall aim to reduce health risks from known and emerging diseases.

b. ***Infant, Child, and Adolescent Health***

The highest burden of Uganda's medical challenges occurs in childhood and adolescence. Research shall improve the understanding of and the management of pediatric and adolescent diseases, which will increase potentials in early adulthood, reduce disease burden, reduce mortality and increase life expectancy.

c. ***Reproductive health and women's health***

Ugandan women and girls are affected by reproductive health challenges. These challenges are sexually transmitted diseases (STDs), HIV/AIDS, unwanted and unplanned pregnancies, the unmet need for contraceptives, and high maternal mortality. Another area of concern is the high prevalence of violence against women and girls. Research in these areas will contribute to improving the reproductive health and rights of women.

d. ***Non-Communicable Diseases***

<sup>33</sup>EAC Secretariat. (2015). EAC Vision 2050, East African Community vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

<sup>34</sup>AU Commission. (2014). Agenda 2063 The Africa we want. The African Union Commission, Addis-Ababa, Ethiopia.



NCDs are an emerging "epidemic" in Uganda with potentially high fatality rates. Understanding the epidemiology of NCDs and their management will reduce their burden on the health systems and fatalities from these diseases.

e. ***Health policy and health systems management***

Health care practice and its outcome depend on health policies and health systems management. Research in this theme shall improve the availability, equity, quality, efficiency, and effectiveness of health care services.

### 3.3.7 Faculty of Science

The FOS RA envisages the creation of an interdisciplinary research culture and research teams that will focus on providing knowledge of local and national relevance while maintaining international appeal. In this regard, the goal of the RA is to generate relevant scientific knowledge and innovations that will contribute to national development. Through the RA, the FOS shall contribute to achieving NDP III programmes on HCD; innovation, technology development, and transfers;<sup>35</sup> and tourism development that could suffer from the nascent oil industry sector in the Albertine Graben, which is also home to most of the tourism hotspots in Uganda.



The goal of FoS Research Agenda is  
***“To generation relevant scientific knowledge and innovations that contributes to national development”.***

<sup>35</sup>Uganda National Planning Authority. (2020). Uganda National Development Plan III. Ministry of Finance, Planning and Economic Development, Kampala, Uganda.

The FOS RA shall also contribute to achieving the SDGs on ensuring healthy lives and well-being for all at all ages; ensuring inclusive and equitable quality education and promotion of lifelong learning opportunities for all<sup>36</sup> underpinned by STEI; and developing skills for sustainable industrialization and innovation. In addition, the FOS shall promote research on the use of microbes and microbial processes in food, pharmaceutical, fine chemicals, cosmetics, energy, and new materials. Furthermore, the RA shall contribute to achieving the EAC Vision 2050<sup>37</sup> strategy on SETI as a factor in economic development and the AU Vision 2063 goal on the need for an education system that provides well-educated citizens with skills underpinned by STI.<sup>38</sup>

The FOS RA is in two parts, the Biological Sciences and the Physical Sciences. These two broad branches of basic science have research interests that are different from each other.



<sup>36</sup> United Nations Development Program. (2017). Sustainable Development Goals Report, 2017. United Nations: New York, USA.

<sup>37</sup>EAC Secretariat. (2015). EAC Vision 2050, East African Community vision 2050: regional vision for socio-economic transformation and development. East African Community Secretariat, Arusha, Tanzania.

<sup>38</sup>AU Commission. (2014). Agenda 2063 The Africa we want. The African Union Commission, Addis-Ababa, Ethiopia.

**a. Biological Sciences**

The BSR shall focus on scientific innovations by utilizing natural resources through applied research in health, environment, food security, tourism, and industrialization. The theme of the BSR shall focus on research that shall identify biological resources that may require conservation intervention. Another area of focus is research aimed to identify natural resources that could improve the well-being of people through research on their use in health, environment, food security, and industrialization.

**b. Physical Sciences**

The theme of the PSR is studying physical and biological materials' applications to agriculture, space science, medical science, the environment, the transport industry, and other sectors. This theme will research physics and chemistry to develop knowledge, products, and services relevant to the fourth industrial revolution. The FOS shall also use mathematical models in research in agriculture, health, environment, social sciences, climate change, and other sectors.

**CHAPTER FOUR:****IMPLEMENTATION OF THE KABALE  
UNIVERSITY RESEARCH AGENDA****4.1 Introduction**

The Mandate of the DRP is to harmonize and coordinate all research activities at Kabale University. These activities comprise research of both staff and students. The research activities of graduate students are the responsibility of faculties and the Directorate of Graduate Training (DGT). However, the DRP works with the DGT on compliance with the RPP and the RA. Overseeing the implementation of KABRA at all levels is the responsibility of the DRP.

**4.2 The Directorate of Research and Publications**

The purpose of the KABRA is to provide a road map for research activities at KAB. The DRP is the overall coordinator of research and publication activities at the University. In this regard, it shall directly oversee the implementation of the KABRA. To implement the KABRA, the DRP shall work with the RPAB, the FRPC and the DRPC. The RPP has outlined the functions of the DRP, RPAB, FRPC, and DRPC. The University Council, the University Management, the University Senate, and the Committee of Deans and Directors shall provide supervisory and advisory roles in implementing the KABRA. In implementing the KABRA, the governance structure outlined in Figure 1 shall apply.

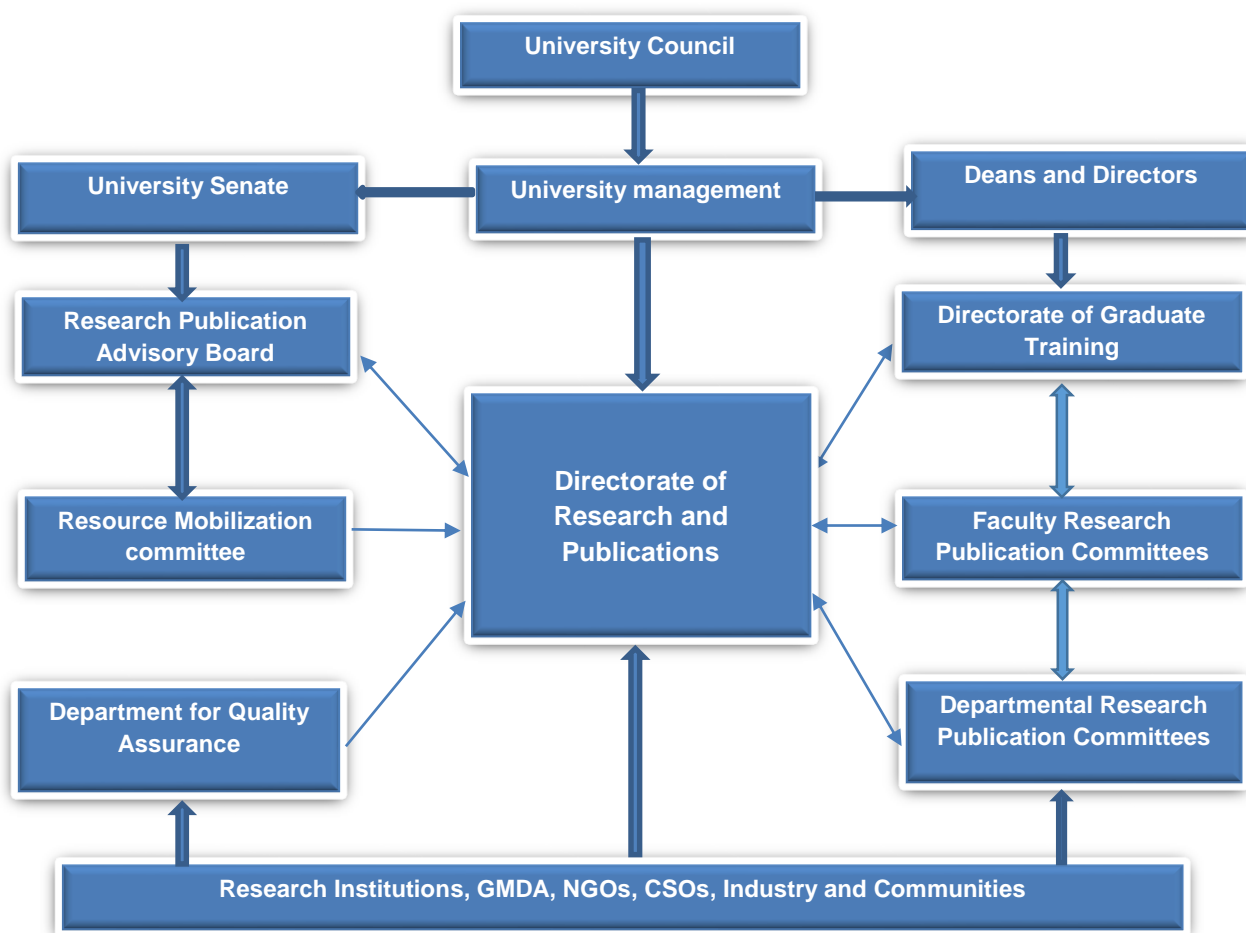


Figure 1: Organizational arrangement for implementation KABRA

#### 4.3 Collaboration and Partnerships with External Stakeholders

The University shall collaborate and partner with external stakeholders in implementing the KABRA. These stakeholders include national and international research institutions and universities, research donors, government agencies, industry, and communities.

The collaborations and partnerships shall take the following forms:

- Research partnership agreements and Memoranda of Understanding (MoU) between Kabale University and other research institutions and universities;
- Research grant agreements with research donors, industry and government MDAs, Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs), and Community Based Organizations (CBOs).

- c. Research agreements between a staff of KAB and a staff of other universities, research institutions, research donors, GMDAs, NGOs, CBOs, and CSOs.

In implementing the KABRA, information relevant for the implementation shall take both upward and downward flows. The DRP shall pass information regarding grant applications and research collaboration initiatives to faculties with the core skills relevant for research calls. On the other hand, the FRPC shall timely inform the DRP on external research grant activities for appropriate administrative support by the Directorates Grant Management Office (GMO). The GMO is responsible for providing oversight in managing and monitoring the implementation of domestically and externally funded research projects. Regardless of the sources of funds, beneficiary researchers shall give feedback to communities and stakeholders who participate in research activities. Such feedbacks shall constitute a community engagement activity in research.

#### **4.4 Promotion of Multidisciplinary Research**

The strength of multidisciplinary research lies in its ability to provide different and complementary perspectives on research problems and different methodological perspectives. It also contributes to lifelong learning for researchers by providing new insights into other related disciplines. In this regard, unless otherwise required, the implementation of the KABRA shall promote research projects that are multidisciplinary in nature.

#### **4.5 Funding the Research Agenda**

Funding for the KABRA shall be from domestic and external sources. The operational budget of Kabale University shall be the primary source of domestic funds for the KABRA. In addition, the university shall mobilize resources through lobbying the GMDAs for direct research grants and research consultancy services.

Another source of funding for the KABRA is external grants to be obtained through competitive research grants. The DRP shall support external funds mobilization by providing technical support through internal capacity building, financial support to researchers to source external technical support in developing competitive proposals, and



participating directly by writing grant proposals. The resource mobilization strategy for funding the RA is described in the RPSP 2020/21-2024/25.<sup>39</sup>

#### 4.6 University's Research Infrastructure and Facilities

The current status of research infrastructure at Kabale University is inadequate for the effective implementation of the KABRA. The assessment of the infrastructure and facility reveals insufficient office space, inadequate ICT facilities, lack of software, inadequate laboratories, equipment, and reagents for STEM/STEI research. The University Management shall progressively improve the infrastructure and facilities needed for the effective implementation of the KABRA. The University shall also enter into collaborative research agreements and MOUs with other universities and research institutions in Uganda to mitigate the research infrastructure and facility gaps at Kabale University.

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<sup>39</sup> Directorate of Research and Publications. (2020). Research and Innovation Strategic Plan 2020/21-2024/25. Kabale University.

**CHAPTER FIVE:****MONITORING AND EVALUATION****5.1 Introduction**

The objective of the monitoring and evaluation (M&E) framework is to assist the DRP in monitoring research under the KABRA during the 2020/21-2024/25 RPSP. The M&E framework shall ensure that the implementation of the KABRA is effective, efficient, and on course. In this regard, the M&E plan has established linkages between the research goal, objectives, and activities outlined in the KAB RPSP 2020/21-2024/25. Measurable indicators for assessing the implementation of the KABRA, the defined inputs, outputs, and outcomes have also been listed in the RPSP.

**5.2 Objectives for monitoring and evaluation**

The strategic objectives to be used in the M&E performance of the KABRA are:

- a. To strengthen and streamline the governance of research and publication activities and outputs;
- b. To develop a highly efficient and effective research workforce and culture;
- c. To increase funding and identify and mobilize funds for research activities;
- d. To increase the quantity and impact of research by staff through the adoption of research outputs and citations of publications;
- e. To establish and strengthen collaborative engagements in research at national and international levels; and
- f. To advocate for the provision of research infrastructure and facilities for cutting-edge research.

Using the RPSP M&E framework, the DRP shall obtain data and information for assessing the implementation of the KABRA. The M&E shall track and document research and publication activities of Faculties, Schools, and Institutes; identify challenges that may affect the performance of the KABRA; and implement appropriate corrective actions and account to Kabale University and other research stakeholders. To achieve the above, the DRP shall prepare annual, mid-term, and end-term M&E reports.

### 5.3 Annual Research Performance Reports

The annual research performance reports shall provide a detailed account of the annual implementation of the KABRA. The scope of the evaluation shall include:

- a. Governance of research and publication activities;
- b. Capacity building of the research workforce;
- c. Domestic funding of research and publication activities;
- d. External research funds through grants writing;
- e. Annual staff research and students' research outputs;
- f. Collaborations and partnerships nationally and internationally;
- g. Research infrastructure and facilities; and
- h. Challenges and lessons learned.

The report shall inform decision-making on governance, capacity building, funding, collaborations, and infrastructure. It will also derive lessons that will inform corrective actions for the following year.

### 5.4 Mid-term Research Performance Report

The mid-term evaluation shall review the implementation of the KABRA in terms of research activities, outputs, community dissemination of research findings, and resource mobilization. The mid-term M&E shall take place in the middle of the implementation period. The purpose of the evaluation will be to assess the progress made in the implementation of the KABRA in the first 2.5 years, identify challenges faced in the KABRA implementation, and learn lessons that could facilitate corrective interventions. The main stakeholders and users of the mid-term evaluation reports shall include University Council, University Management, the Senate, FRPC, DRPC, University staff, and external research stakeholders.

### 5.4 End of Research Agenda Evaluation

The final M&E of the KABRA shall take place in July 2025. The purpose of the end-term evaluation shall be to account to stakeholders in the University, Government of Uganda, and the general public for the support given to Kabale University in the implementation of the KABRA activities for the period 2020/21-2024/25. The scope of the end-term

evaluation shall assess the achievement of the objectives of the KABRA. These shall include whether or not:

- a. The governance of research and publication activities have been strengthened and streamlined;
- b. An efficient and effective research workforce has been developed and retained;
- c. A sustainable research culture has been established;
- d. The amount of and sources of research funds have increased;
- e. The number and impact of research outputs through publishing research articles in high-impact journals have increased;
- f. Strong and effective collaborations with other national and international research organizations have been established; and
- g. The minimum research infrastructure and facilities for cutting-edge research have been established.



h.

