Building Stronger Universities
Phase II

Inception Report Submitted by

Kilimanjaro Christian Medical University College (KCMUCo)

September 2014

1. Summary Fact Sheet

Title: BSU II KCMC/KCMUCo Inception Report

Theme: The objective of the Building Stronger Universities programme (BSU) is to strengthen the research capacity of universities in selected Danida priority countries

Duration: 1 September 2014 – 31 December 2016

Main applicant and responsible institution in Tanzania Institution: Kilimanjaro Christian Medical University College (KCMUCo)

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Responsible institution in Denmark on behalf of the Danish partnership consortium Institutions: Centre for Medical Parasitology, University of Copenhagen

Coordinators: Dr. Thor Theander, Professor, and Ms Dorte Holler Johansen, Centre Administrator e-mail: thor@sund.ku.dk, dhj@sund.ku.dk, Phone: +45 35327677

Danish partnership:

- o University of Copenhagen
- o University of Southern Denmark
- o Danish Technical University
- o State Serum Institute
- o Royal Danish Academy of Fine Art

Project description:

The BSU II KCMC/KCMUCo[1] programme constitutes a series of activities to strengthen research capacity and research training at a University in Northern Tanzania mainly devoted to health and the aligned sciences. The proposal views research and research training as complex undertakings, which in addition to the multifaceted research activities, it requires a series of support systems within teaching, administration, financial management and promotion structures.

The difficulties which African institutions have had in establishing independent world-class research environments reflect this complexity. The activities described in this report will strengthen research support structures, research training and strategic research planning in a targeted attempt to build a coherent research system at KCMC/KCMUCo. The activity plan builds on an in depth situation analyses with a long term vision that the Institution should host several world class research groups within selected areas and develop research competencies within all areas of teaching.

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[1] Kilimanjaro Christian Medical Centre (KCMC) and Kilimanjaro Christian Medical University College (KCMUCo) constitute two closely related institutions (University Hospital and College for Health Sciences as part of Tumaini University) owned by the Good Samaritan Foundation. Within a short time span an overacting executive leadership will be appointed for the two institutions and the college will be recognised as a fully-fledged University by the Tanzanian Commission for Universities (TCU). BSU II will be executed through the University arm of the new Institution but the ultimate leadership will be with the executive leader. To reflect these changes and because the new name of the joint institution has not been elucidated, we have referred to KCMC/KCMUCo throughout this document.

Overall Objective
KCMUCo undertakes highly relevant high quality research which is actively disseminated and shared with key stakeholders and which enhances quality of graduate and postgraduate candidates from the college.

Specific objectives
Objective 1: Ph.D students and researchers are applying enhanced research and teaching processes (methodologies, ethics, writing, dissemination) in line with policies and strategies

Objective 2: University-wide services at the PhD resource center, the e-library, the biotechnology laboratory and grant management office within the budget period provide support to research activities within the areas selected or priority in a timely and effectively.

Budget per output	KCMC	UCPH	Total
Inception Phase	**179.000**	**307.500**	**486.500**
Output 1.1	200.000	425.000	625.000
Output 1.2	100.000	115.000	215.000
Output 1.3	440.000	300.000	740.000
Output 1.4	375.000	240.000	615.000
Output 1.5	125.000	80.000	205.000
Output 2.1	760.000	145.000	905.000
Output 2.2	416.000	280.000	696.000
output 2.3	667.500	325.000	992.500
Output 2.4	200.000	130.000	330.000
Output 2.5	500.000	194.166	694.166
Sub-total	**3.962.500**	**2.541.666**	**6.504.166**
Coordination	317.000	100.000	417.000
Overhead	475.500	528.333	1.003.833
External audit	45.000	30.000	75.000
Grand total	4.800.000	3.199.999	7.999.999
Max	**4.800.000**	**3.200.000**	**8.000.000**

2. Objectives, outcomes, outputs and activities

The attached LFA-matrix for BSU II KCMC describes the planned outputs and activities in this project, and is developed with reference to the Theory of Change.

All outputs and activities contribute to the overall development objective being '*Enhanced capacity at KCMC to promote health through research education, research and knowledge management as a vehicle for economic and social development in Tanzania*'. This is a long-term vision and not achievable within the timeframe of this project and cannot be achieved by this project alone. The

societal impact will be verified by revised health policies and strategies, and by a KCMC knowledge base contributing to advice to policy and decision making processes.

The Project Objective (the vision of this project) is '*KCMC undertakes highly relevant high quality research which is actively disseminated and shared with key stakeholders and which enhances quality of graduate and postgraduate candidates from the college*'. In the context of the framework as shown in the note on 'Monitoring of the BSU II Programme' this will realistically be measured during Phase II as 'Research Capacity' (3) as the focus in this project will be on activities to build skills and abilities for better training, while the 'Performance Outcome' (4) and Impact for Stakeholders' (5) will show in later phases of BSU as better graduates, dissemination and outreach and increasing collaboration on e.g. research projects. Thus, focus in this project will be on activities to accomplish outputs under two sub-outcomes as described below and in annexed LFA.

Outcome 1 – Description of outputs and activities to achieve outcome 1

In the attached LFA, Outcome 1 is phrased as '*PhD students and researchers are applying enhanced research and teaching processes (methodologies, ethics, writing, dissemination) in line with policies and strategies (that is institutionalized standards)*'. To reach Outcome 1, this project focus on four Outputs:

Output 1.1: 'PhD candidates equipped with theoretical and practical research skills according to Tanzanian University Qualifications Framework (UQF) guideline.'

The Tanzanian UQF was developed to respond to international best practice and national policy objectives and the structure of the national education and training system. According to the UQF, PhD programme should have 540 credits which are acquired from various activities such as course work, lectures, research work, fieldwork/ laboratories, seminars and conferences and self study activities.

Due to the nature of PhD programme, research and course work should carry more weight. It is against this background that under BSU II project we intend to improve and review PhD courses in order to equipped PhD candidates with theoretical and practical research skills. The focus will be on Bioethics, Scientific writing and teaching methodology. In addition the PhD handbook will be reviewed to accommodate the UQF and the PhD committee members will be trained on the management of PhD programme. The implementation of activities under this output will involve KCMC/KCMUCo, Danish partners and other experts expert in Tanzania and from East African universities.

Output 1.2: 'Staff and PhD candidate trained on research skills and oriented on new research policies and regulations by 2016. These skills can be used to inform policies, health recommendations and increase research out-put'

Application of research skill to key stakeholder is an important activity, which benefits both the individual researchers and the University. The application could be in form of consultancy services. Unfortunately such skills are lacking to the majority of KCMUCo researchers and the consultancy unit does not exist. To achieve this we intend to develop a comprehensive Research, Innovations and Consultancy policy, regulations and to build capacities of researchers on consultancy skills, grant writing and negotiation skills.

The Government of the United Republic of Tanzania realizes the importance of health research in the provision of information for health planning and decision-making. It is this realization which led to the creation of the National Institute for Medical Research (NIMR) which was given a broad mandate to oversee all matters pertaining to health research in the country and provide timely evidence-based information to the Ministry of Health and Social Welfare for decision making and planning. The National Commission for Science and Technology (COSTECH), is the principal advisory organ to the Government on all matters pertaining to scientific research, technological development and coordination of research activities in the country.

Tanzania is a signatory of Millennium Development Goals (MDGs) and committed to reduce hunger, illiteracy, women discrimination, diseases and environmental degradation by the year 2015. Research is key in contributing to achievements of the goals by; providing evidence-based information on gaps and interventions which are successful, foster partnership between different disciplines and stakeholders and bring economic development.

To echo these efforts by the Government, three activities have been planned. The first aims at the development of a regulatory framework which will regulate research, innovation and consultancy services at KCMC. These regulations will be disseminated to the wider community of faculty, students and researchers at KCMC. Ethical issues involving the use of both human subjects and laboratory animals in research, Responsible Conduct of Research (RCR), fair reporting of research findings, Intellectual Property Rights (IPR) and research misconduct will be addressed.

The second activity aims to consolidate the consultancy skills at KCMC. Initial capacity development in this field took place in BSU **I** through the conduct of the "Research Management and Leadership" course. It is proposed to build on the experiences of BSU I and further develop faculty skills in this area by training 15 staff. A TOT on consultancy skills will take place in 2015.

The third activity targets at equipping 30 senior faculty members and researchers will be with skills on the holistic approach to the whole research process — from identification of new research calls, proposal development and writing, project negotiation and management of project activities and resources (human and financial). These activities will be carried out in collaboration with MS Training Center in Usa River, Arusha and the Danish counterparts.

Outputs 1.3 & 1.4 Rationale: 'Research capacity building in selected focus areas'

KCMC/KCMUCo has chosen to prioritise research in a) Reproductive Health, b) Major Infectious Diseases (malaria, HIV, TB) and c) Neglected Tropical Diseases. The rational for selection of research flagships is given below.

1. Research is an integrate part the activity of any ambitious academic institution.

Research not only creates new knowledge, but research training is an important element in both pre - and post-graduate education and research training can only be provided in institutions with active research programs.

2. The best research is performed by those attempting to be among the leaders of their field.

Research is about contributing something new. Leading researchers and research groups are most productive in publishing, educating new scientists and attracting money.

3. Leading research groups requires leadership by an ambitious and dedicated scientist(s).

Leading research is created around research leaders with access to an elaborate research infrastructure. Leading researchers have special sets of skills, but they almost always have access to a well-developed research infrastructure (everything from cleaning, administration to advanced equipment), and an international research network. Leading researchers often work out of research groups where members have specific skills at a high level.

3. Institutions hosting leading research groups will be in a better position to attract and develop new areas of research. New research groups can tag on to the infrastructure developed by an established research group and established researchers can serve as models, door openers and mentors for upcoming researchers. The fact that certain areas are selected as priority areas should not be seen as degradation of other research fields; rather the existence of research strong holds should benefit and inspire upcoming research groups.

4. The nexus for BSU2 is support for the systems supporting research and research training. While these structures are pivotal for the development of high profiled research and research training, it is meaningless and a waste of resources to establish research infrastructure without a demand for this from dynamic researchers. Researchers and research groups are the engines of research. Support structures only have meaning if they support the research process.

5. Priority setting is important. An institution can only be leading within a certain number of fields, but these fields will change over time. Therefore, institutions should realign research priorities according to research outputs, perceived research needs and institutional capacity.

6. The institution should be willing to invest in research priority areas. The research flag-ships belong to the Institution. The research priority areas should be reflected in the institutional distribution of research resources and positions. New areas will require higher level of investment than established research areas. Investment should be redirected if research productivity is not satisfactory.

7. What to expect from such priority areas. Subject areas selected for priority should develop realistic strategic plans, which should be endorsed by the Institution. The strategic plan should identify research leader(s), e.g. those driving the research, define key research questions and outline a vision for how the research landscape should look like at the institution after 5 years. The strategic plan should outline the resources needed to reach these goals, specifying the resources that will be needed from the Institution. The strategic plan should also include a two-year activity plan specifying which work that will be undertaken.

Output 1.3: 'Research capacity building on Reproductive Health'

The present research activities within reproductive health at KCMC/KCMUCo are less developed than with the other priority areas. Therefore BSU2 will invest relatively more within reproductive health and the activities include funding of a KCMC/KCMUCo based PhD study. The point of departure for the activities will be an existing collaboration between KCMC/KCMUCo and University of Southern Denmark.

The research topics include maternal morbidity, pelvic floor disorders, obstetric fistula repairs, cervical cancer studies, and the use of innovative technologies (mobile phones) to perform emergency obstetric training. Another focus area will be on Sexual Reproductive Health (SRH) – to identify challenges facing the university students and to develop appropriate interventions. We aim to investigate the health risk factors, barriers to the access, and services, effective interventions and preferences university students to access sexual and reproductive health services. These studies are anchored within the department of Obstetrics and gynaecology and the department of Public health/Health promotion on the KCMUCo's envisaged Institute of Public Health.

The specific outputs includes a) initiation of a PhD study to increase the research competence within this area, and b) formulation of a strategic plan as described below.

The Ph.D candidate (Dr. Gileard Masenga) who has already registered as a Ph.D student at KCMUCo is a Consultant Obstetrician and Gynaecologist at KCMC and a Senior lecturer KCMUCo. In addition, two master's candidates will be involved in this project (both KCMUCo/KCMC staff). Their participation will aim at broadening the research base, ownership and capacity in the area of reproductive health.

Due to the complexity of the studies and the need to perform medical examinations to over 1000 women throughout the project, the 2 MSc candidates will assist the Ph.D candidate in field work and data collection. In addition, 2 medical students from the University of Southern Denmark will work in pair with the 2 MSc candidates from KCMUCo/KCMC as a mandatory requirement for them to fulfil their clinical training at the University of Southern Denmark. The overall outcome of this collaborative project is to build clinical and research capacity to both south and north candidates in reproductive health.

Output 1.4 - 1.5: 'Research capacity building in Major Infectious Diseases (malaria, HIV, TB) and Neglected Tropical diseases (NTDs)'

Within these areas there are already considerable research activities with KCMC/KCMUCo and the format of this document does not allow a detailed description of these. The aim for the relatively modest funding available to support each focus area (125,000 DKr) will be for each area to develop coherent research strategies for these research flagships involving the researchers already working at KCMC/KCMUCo within the selected topics as well as National and International partners.

For each of the flagships KCMC/KCMUCo will appoint a Captain who will be responsible for the process of developing the plan. For each area, this will entail a mapping of on going activities and resources available, a series of meeting where stakeholders formulate visions for how the research areas should be developed at KCMC/KCMUCo and a phase where these visions are translated into strategic plans. In addition to these activities, one small pilot research project will be conducted within 1.5, and at least three research proposals will be developed for 1.4.

Outcome – Description of outputs and activities to achieve outcome 2

Similarly, Outcome 2 is shown in the LFA as '*Strengthened University-wide services & facilities to support research activities*'. To reach Outcome 2, this project focuses on five Outputs:

Output 2.1: 'Candidates have started using the PhD resource center and the Centre have the capacity to cater for 8 students'
PhD candidates are important resource people at University. To acquire the required skills and competencies, PhD candidates needs a conducive working environment which will enhance interaction among candidates and supervisors and more important a place where candidates can access fast internet, important software and other basic ICT facilities. Currently PhD candidates do not have proper working space, they are scattered all over university and they don't have a common place where they can meet for professional and social interaction.
It is also difficult for supervisors and mentors to find the candidates for mentorship sessions and tutorials. This output therefore intends to develop a PhD resource centre by renovating and extending the existing building. The resource centre is expected to accommodate 25 PhD candidates, 2 offices, 2 consolation rooms and wash rooms. The centre will be installed with the state of art ICT facilities suitable for training of PhD candidates.

Output 2.2: 'GCLP-compliant research can be conducted by researchers at the Biotech laboratory.'
The college laboratories are used for both teaching especially the MSc & PhD training and to conduct high quality research. GCLP compliant research laboratory is mandatory for laboratory safety as well as for valid and reliable research data.

We aim to conduct three training courses as follows: GCLP for 15 selected laboratory staff to ensure laboratory quality systems are implemented at the lab, and that SOPs are available for procedures performed under GCLP. We will also conduct bioinformatics course on basic bioinformatics tools such as genomic, proteomics and epigenetics data handling, data search and use of web-based data analysis tools. The bioinformatics course will include 10 selected research scientists who will greatly develop genomics research capacity at our institution. These training courses will draw expertise from the Danish counterparts as well as our local collaborators.

To enable high quality molecular research in the lab we will also conduct training on molecular tools of diagnosis for selected infectious diseases (viral, bacteria and protozoa) and optimize and establish protocols on high throughput techniques.

Output 2.3: ' Improved e-library facilities are used by students and staff'

Overall improvement of the library will be done stepwise. Initial activities include a baseline assessment to identify available gaps on available ICT facilities, software, repository resources and the e-library content. This assessment will be carried out will be carried out by a member of Videncentret, a member of Center for Innovative Medical Technology in at the University of Southern

Denmark and a member of the ICT and library departments of the Universities of Dar es Salaam and/or Sokoine in Tanzania.

During a 10 day faculty exchange in 2015, a member of the KCMC/KCMUCo library will work together with the head of e-resources at Videncentret to develop the overall structure of the e-library collection and start to explore potential license agreements with various publishers. The member of KCMC/KCMUCo library will also receive general training in e-library during the stay.

After an initial assessment of the collection policies and use of software in the current database Videncentret will advise on how to set up an institutional repository. A repository preserve and provide access to the intellectual output of an institution and Videncentret will advise on how to ensure that the repository becomes an active part in raising profile and prestige of the institution as well as managing institutional information assets.

Freely available software exists for developing repositories and focus is consequently on setting the collection policies i.e. document types, document format, digital preservation policy, submission procedures, author permission and licensing terms, and metadata quality standards.

The database will contain Masters Degrees dissertations as well as Ph.D theses and can also be extended to include all other publication outlets of the institution. The library staff at KCMC/KCMUCo will be supervised on how to set the collection policies as well as the procedures of adding publications to the database. The content of the database will then be added by KCMC/KCMUCo library staff or individual researchers at KCMC if the library staff will allow self archiving by members of the staff as part of the collection policies.

The development of collection policies as well as training in adding publications to the database can be the theme of a faculty exchange of 5 days including 1 day of training for all relevant staff at KCMC/KCMUCo. In combination with the faculty exchange for 1 member of staff at KCMC library regarding development of e-library collection and 2 members of staff at the KCMC library regarding user-training. These three members of staff will receive advanced training on e-library during their faculty exchange.

The staff from KCMC/KCMUCo on faculty exchange in Videncentret and a librarian from Videncentret will conduct courses for other members of the library staff at KCMC and library users. The courses will be an adapted version of the general PhD course in literature searching at the University of Southern Denmark that focuses on which sources to search, how to plan the search process and how to design the search strategies. Furthermore, the course will address how to manage the references and how to document and report the search process. The librarian from Videncentret and the staff from KCMC/KCMUCo will conduct a three day training course for the entire library staff and interested members of KCMC/KCMUCo staff.

An intern affiliated with KCMC/KCMUCo in spring 2015 will facilitate the construction of an e-library and the use of the e-library. He or she will participate in developing the structure of the e-library and training material for using it. He or she will have accommodation provided by KCMC/KCMUCo and the travel expenses are covered by the University project.

Output 2.4: 'The University has acceptable grant and finance Management systems'

Efficient, reliable and well-organised financial management systems and procedures are imperative to attract collaborators and funding for research. In this context, focus is on training and upgrading of skills at KCMC to achieve a financial management system, which is in line with international standards. The onus of this activity is on the reporting and management of research grants. However, since the handling of research grants should be seen as a part of the general system for financial management at the Institution, some activities will also relate to the general financial management.

Two activities have been identified, both on developing staff skills and abilities. KCMC finance staff is already skilled in finance and accounting, and part of the staff are also used in handling research

grants. But the idea is to enhance and build a common understanding for the specifics related to handling of research grants and how to adhere to the different guidelines and requirements from the various collaborators and funding bodies. Activities will also seek to enhance the communication and mutual understanding between support staff and researchers.

The first activity includes a needs assessment to identify areas to be strengthened, and training of 10 finance staff will be tailored to meet the identified gaps. This activity will be carried out in collaboration and with input from a Danish facilitator, Tanzanian auditor and a Tanzanian facilitator/specialist. In BSU Phase I a workshop on financial management with a hands-on approach was held in Moshi in collaboration with MS Training Center in Usa River, Arusha, who could also in this phase serve as Tanzanian facilitator/specialist to have the viewpoint from a broader perspective. Another option is to identify a facilitator from another university within the region. The auditor will safeguard the indicator being clean audit reports, and the Danish facilitator will assist in developing the training components. The activity will take place in 2015.

The other activity is a study tour for three financial managers from KCMC to Denmark to exchange knowledge and tools on financial management with Danish collaborators. A similar activity was included in Phase I and serves a dual purpose; obviously to learn and gather information, but also to get to know the Danish counterparts on financial management. This has proven to be beneficial to all parties in Phase I. This activity is also scheduled for 2015. Input will be in terms of organizing the visit and will be done by the Danish facilitator mentioned previously.

Output 2.5: 'Consultatively developed plan for a grant management office by 2016'

KCMUCo devises strategies to exploit capacity building and training programs to enhance and accelerate institutional research activities. This policy advocates for provision of opportunities to increase the research capacity of schools/institutes centres, departments and individuals to conduct research in relevant fields and to develop and deliver new concepts and technologies.

To provide a conducive environment for enabling research a grants management office will be established and appropriate research management systems developed. This is obviously a long-term vision and only parts of the activities to reach this goal are included in this BSU II project. The long-term objectives of the grants management office are:

- Providing support for research policy formulation and strategic planning;
- Providing support service for the administration of internal and external research grants schemes, including funding allocation, monitoring research progress and expenditures, and evaluation of results;
- Acting as a focal point for internal and external research information dissemination and external liaison;
- Developing and maintaining a central database for research activities;
- Supporting services for University Research Centre funding allocation and progress monitoring;
- Providing secretarial support to the University Research and Grants Committee/Office (RGO) and other Working Groups, evaluating research proposal for funding.
- To improve funding for research and innovations

Activities within this phase of BSU include a needs assessment to identify needs and prioritise actions and funding the coming years. Development of guidelines and framework for handling of external funding is essential and is included in the activities, and likewise training of researchers as well as grant administrators to reach a common understanding of the framework to be established. Training of grant administrators includes short courses e.g. on other regional universities to enhance skills and abilities in order to support research at KCMUCo.

3. Partnership Management and Governance

The programme will be led by *Elton Kisanga*, Director of Research & Consultancies at KCMUCo. He will be assisted by a Coordination Team and a group of Output Responsible Persons (ORP). The aim

for the proposed management and governance structures is to secure lean administrative processes with short decision-making mechanisms. The structure should also devolve decision-making and create leeway for those implementing specific activities to act on opportunities and a changing environment. On the other hand the administrative structure should also secure that the program deliver the proposed outputs and that the program retains to be coherent. The proposed structure reflect the fact that there is a detailed activity plan with defined outputs, which is the product of a long planning process involving all the key players at KCMC/KCMUCo and in Denmark.

To deliver the above the programme will be led and monitored by the <u>Coordination Team (CT)</u>. This team is led by *Elton Kisanga*, Director of Research & Consultancies, who will be assisted by 3 members: *Declare Mushi, Dorte Johansen* and *Thor Theander*. The coordination team will have scheduled quarterly meetings, but can also meet ad hoc. During the quarterly meetings programme progress will be monitored vis-a-vis the LFA and delays in progress will prompt the committee to ask the Output Responsible Person (ORP) or the Danish partner (see below) for explanation and plans for mitigation. The CT meetings will be performed tete a tete (at least one time annually) or by Skype.

The CT will appoint an Output Responsible Person (ORP) for each activity. The OPR is responsible for the execution of the planned activities and for the delivery of outputs within the allocated budget. The ORP will report progress to the CT on a quarterly basis or as appropriate. In most instances the OPR will be based at KCMC/KCMUCo and be assisted by a named Danish partner.

KCMC/KCMUCo will establish a separate BSU project account. At KCMC/KCMUCo budgets and dispersal of funds within the activity-based budget will be activated by the OPR following KCMUco guidelines. In Denmark funds will be dispersed to Institutions according to activity based budget.

Elton Kisanga and *Dorte Johansen* will be responsible for budgets in Tanzania and Denmark, respectively.

Disputes will be resolved by the CT, if this team not can reach consensus, then by Elton Kisanga and Thor Theander. If they not can reach consensus, The Head of KCMC/KCMUCo (Executive Director/Vice Chancellor KCMC/KCMUCo) and Dean of Medicine &Health Sciences, University of Copenhagen will be involved before the disputed issue is taken to DFC/Danida.

4. Risks and Mitigating Measures

Assumptions and risks
- o KCMU College has the capacity to take lead in the execution of the program
- o Relevant Northern researchers will be available for active participation in the collaboration
- o Availability of relevant KCMC/KCMUCo staff/researchers for participation in the academic/scientific collaboration
- o Policies and priority area of KCMC/KCMUCo are strengthened during and after the execution of the program

The most important risk for the programme is of insufficient commitment from institutions and key persons in the participating institutions, both in the South and in Denmark. While KCMC/KCMUCo have a clear interest in improving their systems and had a generally positive response to BSU I, they will continue to be working under resource constraints, which may have a negative effect on their focus. South partners may be given other responsibilities and be less able to engage in BSU activities than expected. This eventuality has been addressed by clearly engaging with KCMC/KCMUCo (and key individuals) so that their input and ideas are reflected in the programme design. This underpins the thinking of the match-making process to be used in BSU II, whereby the South universities are placed in the driving seat. With regard to the Danish universities, there may be some incentive issues relating to the value (to their institutions) of the programme.

The main risk response is continued dialogue with KCMC/KCMUCo and Danish partners. During the preparation process, KCMC/KCMUCo has continuously stressed its dedication, and Danish partners

actively involved in the first phase have closely followed the preparation of the second phase. Some of the constraints characterising the first phase (notably the requirement of co-financing by Danish universities), have been removed, and based on the engagement seen so far, it is believed that the match-making process and the subsequent collaboration will take place as expected.

The use of thematic foci to anchor programme activities should also make the programme more attractive in the sense that Danish researchers can align their own research agendas to the themes selected and assist their counterparts at KCMC/KCMUCo to strengthen their research processes.

There is always a risk of giving relatively weak institutions responsibility for financial management. Based on the experience from other research programmes, DFC will both provide the necessary financial management support and apply safeguards such as clear financial management guidelines and annual audits.

KCMC/KCMUCo is also supported also by other donors. Although there is some information available regarding other donors, it will be a challenge to ensure that the Danish support supplements the other support in the best possible way. To mitigate this risk, KCMC/KCMUCo will emphasise the importance of considering all donors' support when planning the use of Danish funds.

5. Budget
See LFA attached

6. Monitoring, Reporting and Auditing

Overall the monitoring process will be designed to follow the calendar for reporting to DFC on progress and financial issues including audit. This means that at all times during the project period the responsible Danish partners will report to the overall project responsible partner being KCMC/KCMUC0 a month prior to the deadline set by DFC. The reporting on progress, finances and audit will adhere to Danida requirements and guidelines. The project leader will compile bi-annual reports to DFC.

This reporting will be based on quarterly follow reports up from the persons designated to be responsible for the implementation of the outputs; these being the resource persons from Tanzania (lead) and Denmark engaged in the implementation of the activities. The follow up process will be led and monitored by the Coordination Team, CT (see management section above) and discussed at the quarterly CT-meeting.

The tool for the monitoring process has its point of departure in the LFA. A simple way to do this is to extend the existing log-frame of proposed activities to include responsible parties, status and actions to be taken, and supplement this by detailed budgets per activity. Noncompliance with progress outlined in the LFA and budgets will prompt the CT to contact the responsible parties for explanation and mitigation plans. Bi-annual progress resorts will be submitted by 1/3 and 1/9 2015 and 2016. The quarterly reports from ORP will be compiled 1/2 , 1/5, 1/8 and 1/11 2015 and 2016, and the quarterly CT meetings take place within a week hereafter.

1. Logical Frameworks

Add or delete building blocks as necessary, including the introduction of intermediate outcome levels if these give a meaningful mix of short, medium and long-term results and indicators. Develop a framework for each impact/objective area. Use a logical numbering system which can also be used in the Gantt charts and budgets

Impact		KCMU College undertakes highly relevant high quality research which is actively disseminated and shared with key stakeholders and which enhances quality of graduate and postgraduate candidates from the College
Impact indicator		Number of publications in peer review Journals by researchers and postgraduate candidates
Baseline	2014	1.0 publication per academic staff per year
Target	2016	1.5 publication per academic staff per year

Outcome		PhD students and researchers are applying enhanced research and teaching processes (methodologies, ethics, writing, dissemination) in line with policies and strategies (that is, institutionalised standards)
Outcome indicator		Number of PhD candidates and researchers with quality research outputs Competence-based foundation courses curricula reviewed and implemented
Baseline	2014	4 PhD candidates and researchers (2 males and 2 females) with quality research outputs 3 Competence-based foundation courses curricula reviewed and implemented
Target	2016	Research and teaching processes operational 8 PhD candidates and researchers (4 males and 4 females) with quality research outputs 6 Competence-based foundation courses curricula reviewed and implemented
Output 1.1		Ph.D candidates equipped with theoretical and practical research skills according to Tanzanian University Qualifications Framework guideline
Output indicator		KCMUCo faculty members are able to run PhD courses and apply guidelines for supervision and support to PhD students
Baseline	2015	6 KCMUCo faculty members are able to run PhD courses but there are no guidelines for supervision and support to PhD students
Target	2016	12 (7 male and 5 female) KCMUCo faculty members are able to run PhD courses and apply guidelines for supervision and support to PhD students
Output 1.2		Output 1.2 Staff and PhD candidates have research, leadership and consultancy skills and oriented on new research policies and regulations
Output indicator		Number of key stakeholders utilizing consultancy services from KCMUCo by 2016
Baseline	2014	3 staff (1 males and 2 females) has successfully concluded consultancies in accordance with new policies and regulations

Target	2016		7 staff (3 males and 4 females) has successfully concluded consultancies in accordance with new policies and regulations
Output 1.3		Research strategy and core research team established in reproductive health	
Output indicator		Research strategy adopted and approved Research team well established and research concept notes completed One Ph.D candidate enrolled and on track	
Baseline	2014		Ph.D and masters research proposal developed and ethical clearance granted 1 Ph.D candidate enrolled identified – all KCMUCo/KCMC staff.
Target	2016		Research strategy for reproductive health endorsed the partners and researchers going to implement it Research teams are well underway in preparing fundable proposals within approved strategies One Ph.D on track to complete studies in 2018
Output 1.4 & 1.5		Research teams able to develop fundable proposals in major Infectious Diseases (malaria, HIV, TB) and Neglected Tropical diseases (NTDs based on approved strategies	
Output indicators		Research teams able to develop fundable proposals in based on approved strategies for infection diseases and NTDs in place Research teams are well underway in preparing fundable proposals within approved strategies.	
Baseline	2014		Research teams are working without a strategy
Target	2016		3 research teams able to develop fundable proposals in their areas based on approved strategies
Risks		Sustainability of university resources to supplement project activities	
Risk indicator		Reliance on student fees as major source of income	
Baseline	2014		95% of college funds are from student fees

Outcome 2		Strengthened University-wide services & facilities to support research activities	
Outcome indicator		Staff and researchers express satisfaction with and uses PhD centre, e-library and laboratories	
Baseline	2014		Not applicable (since the facilities do not exist)
Target	2017		Registration of users in October 2016 shows that 70% of all PhD students use center at least twice weekly, and that 80% of respondents in a survey among users express high satisfaction with center (5 point scale)." (and similar user surveys for library and laboratory)

Output 2.1		PhD cente on track to completion in 2017	
Output indicator		Physical and financial progress in PhD centre construction/remodelling	
Baseline	2014		KCMUCo does not have a PhD resource centre
Target	2016		At least 70% of the PhD resource centre completed by end 2016 and completion envisaged in 2017.
Output 2.2		Research Laboratories able to conduct GCLP-compliant research	
Output indicator		All SOPs in place, and 80% of skilled staff in the laboratory able to comply with GCLP.	
Baseline	2015		Laboratory staff not adequately trained on safety and quality assurance procedures and Laboratory Information Management System (LIMS)
Target	2016		Internal and external evaluation in October 2016 show all SOPs in place, and 80% of skilled staff in the laboratory able to comply with GCLP and LIMS.
Output 2.3		E-library service processes revised and staff able to deliver services accordingly	
Output indicators		Revised service norms adopted, staff able to explain and demonstrate their use	
Baseline	2014		Inadequate skills on e-library and e-learning among library staff and users.
Target	2016		Revised service norms covering all basic e-library adopted, 5 staff able to explain and demonstrate their use
Output 2.4		The University has acceptable grant and finance management systems	
Output indicator		The university has timely and clean audit reports for major research grants	
Baseline	2014		The university has average delays of 2.5 months and not uniformly clean audit reports
Target	2016		The university has timely (1.5 months after conclusion of period under audit) and clean audit reports for 3 out of 4 major research grants
Output 2.5		Consultatively developed plan for a grant management office by 2016	
Output indicator		Grant management plan approved and implemented by the College	
Baseline	2014		No clear grant management plan
Target	2016		Grant management plan approved and under implementation

Risks		Power instability, poor internet connectivity	
Risk indicator		Frequent power cuts, surge in internet bandwidth costs	
Baseline	2014		Power cuts twice a week Unstable internet bandwidth costs

2. Work plans

The workplans should be prepared as Gantt charts. There should be an overall workplan for the entire BSUII period (columns indicating quarters would be appropriate), and a more detailed workplan for the first year with bi-weekly indications for timing. The workplans should be organised by (numbered) outputs and suboutputs, and have a column indicating initials of key responsible partner(s), and a column for comments (e.g. exact timing, or pending issues, or dependencies on other activities etc.).

3. Budget

The budget should be prepared by outputs and possibly sub-outputs with the following budget lines as relevant for each output, distributed on the South and Danish partner respectively, and by calendar year:

1. Inception phase budget
2. Replacement Salaries and Emoluments
3. Educational Grants
4. Expenses for Trips Abroad and Fieldwork
5. Project and Research Materials
6. Capital costs (small scale investment costs and equipment)
7. Publication, Dissemination and Communication
8. Coordination Costs South (max. 8% of the total expenditures in budget lines 2-7)
9. Overhead Costs (max. 12% (South) and 20% (North) of the total expenditures in budget lines 2-7)
10. DFC Expenses: Study stays in Denmark of researchers from the BSU country.
11. External audit