

The Association of Research Administrators in Africa (ARAA) held its inaugural meeting from October 1-2, 2009 at the Sirikwa Hotel in Eldoret, Kenya. At this meeting, the Association unveiled its 5 year strategic plan. The goals are as follows:

1. Formation of an effective network of research administrators in Africa
2. Sustainability of ARAA
3. African ownership
4. Professional development

Each goal had objectives; implementation strategy; ideal results/outcomes, means of verification, and member responsibility. Resources required to achieve each goal and monitoring and evaluating were also outlined.

Strategic Goal 1

Formation of an effective network of research Administrators in Africa

Objectives:

Our five objectives are to:

- Build an individual and institutional membership base
- Link research institutions in Africa to share ideas and best practices
- Improve communication among research administrators, investigators, and other members of research teams in Africa
- Forge partnership with relevant stakeholders in Africa and beyond, based on mutual interest and complimentary strength
- Perform environmental scans of research institutions to find out their research administration needs and how to address them

Strategies:

In order to build an effective membership base, we proposed to perform a census of research administrators and relevant stakeholders in target research institutions, and proceed to contacting them using the appropriate mechanisms. Upon agreement of membership, we would register the individual or institution in the ARAA database.

The database will consist of a forum where the identified leaders (i.e. executive heads of research) of the institution can discuss institutional commitment to the ideals of the ARAA mission. All registered members in the database will also be able to utilize e-communication tools like discussion boards, which are available through the website and other creative internet sources, to foster the transfer of information and the sharing of best research practices. Other forms of communication will include newsletters, seminars, conference calls, and surveys, amongst others, that can be used to identify the research administration needs of the various institutions and to facilitate cross-trainings of research teams on issues including but not limited to staff welfare, grant submission, and project management.

We will develop partnerships with stakeholders by identifying those associations and institutions that engender complimentary values and interests. We will invite them to our events, attend theirs, and share platforms for achieving complimentary objectives.

Outcomes:

We anticipate that building an individual and institutional membership base will result to creating a membership/institutional registry and database, and a leadership forum. These members will be linked

by a variety of communication tools and ultimately establish a consortium of regional institutions. Through open communication, we envision increased synergy amongst members, leading to improved knowledge and skills for research administrators.

Verification:

- We will track the growth of our individual and institutional membership base with the number of members/institutions in the registry, database inventory, updated database, and reports of proceedings from meetings.
- We will use the content of the newsletter and the meeting minutes to evaluate how effectively the member institutions share ideas.
- We will utilize process improvement report forms, meeting minutes, and evaluation forms to assess communication among research administrators, investigators and other members of research teams.
- We will track our partnership base with the number of institutions/individuals accepting our invitations.
- Our number of published works will determine how effectively we are identifying and addressing the research administration needs of the member institutions.

Responsibility:

- The coordinator and membership drive subcommittee will:
 - o Oversee the growth of our individual and institutional membership base.
 - o Explore different methods of linking research institutions to share ideas and best practices.
 - o Seek out partnership with potential stakeholders.
- The coordinator and training subcommittee will oversee tools that foster communication amongst research teams.
- The research and development subcommittee will perform environmental scans of member institutions to identify their respective needs.

Resource Requirements:

To achieve our first objective of building a membership base, our requirements include:

- Travel, phone calls, and emails. We estimated a total cost of \$125,000.
- Computer/accessories and stationery. We estimated a total cost of \$5,000.
- 60 participants. We estimated \$60,000.

We anticipate these budgetary allocations will come from external sources such as grants; and from contributions made by different institutions. This budget allocation also encompasses our fifth objective of scanning research facilities to identify and address pressing needs.

To achieve our second objective of linking research institutions in Africa, our requirements include:

- Development, hosting, updating for 5 years. We estimated a total cost of \$10,000.
- Newsletters. We estimated a total cost of \$5,000.
- 20 calls per year. We estimated a total cost of \$6,000 for 2 years.

We anticipate these allocations will come from external sources for the first 3 years; and from income generators from the 4th year on.

To achieve our third objective of improving communication among research teams in Africa, we will require seminars and trainings that cost an estimated \$10,000 per year. The total cost for the first five years will be \$50,000. We anticipate funding this cost through external sources.

To achieve our fourth objective of forging relevant partnerships with stakeholders, we will require 6 travelers per year for a total cost of \$20,000 for 5 years. We hope to fund this expense through external sources.

Strategic Goal 2 **Sustainability of ARAA**

Objectives:

Our two objectives are to:

- Mobilize resources
- Motivate people to join and continue being members

Strategies:

We proposed running several fundraising activities to boost resources. These activities will include, but are not limited to, membership fees, institutional subscriptions, and funding from grants. We will also form a grant writing subcommittee to pursue grant opportunities and income generation activities.

We will maintain a membership base through review sessions, conference calls, and regular meetings. We anticipate that this constant communication will result to longevity of memberships. We will also continuously recruit members and encourage invitees to refer additional people from their institutions. Additionally, we will conduct reviews to assess membership satisfaction with the organization overall.

Outcomes:

Once we mobilize resources using our proposed strategies, we will move to develop a grant writing committee that we envision will create more grant proposals, and consequently more funds. We will also utilize these resources to design promotional materials such as books, t-shirts, etc.

If we recruit long-lasting members effectively, we will ultimately expand our membership desk and increase the level of participation, feeding to the longevity of the organization.

Verification:

- We will track how effective we mobilize resources through the number of grant application written, the amount of funds solicited, and the number of meetings held.
- We will assess how effectively we recruit and maintain memberships through evaluation forms, the content of the review forms, and the number of members joining the association. We are aiming for a 10% membership increase annually.

Responsibility:

- The development and finance subcommittees will oversee resource mobilization.
- The membership drive subcommittee will explore methods to actively and successfully recruit members.

Resource Requirements:

We estimated a total of \$10,000 to cover the cost of the proposed activities that we believe will mobilize resources. This budget allocation will come from both internal and external sources.

Strategic Goal 3 **African Ownership**

Objectives:

Our four objectives are to:

- Establish a leadership structure with deep understanding of African research issues
- Identify and solve uniquely African problems of successful research administration
- Enhance the establishment of functional offices of research support in all member institutions
- Broaden understanding of the challenges of the research administrator in Africa and advance appropriate solutions

Strategies:

We will create an advisory board, executive committees and subcommittees, and other governance structures composed of individuals with a deep understanding of African research issues to establish the leadership structure we desire. Individuals in this governance structure, in conjunction with other active members, will hold seminars focused on uniquely African problems in research and create a pathway for a training curriculum through workshops.

To enhance the establishment of functional offices, we will conduct a survey using a checklist for defining an optimally functional research support office. Responses provided in this survey, in addition to seminars and trainings, will assist us in helping institutions set up offices for research administration.

We will conduct seminars with stakeholders and share information in newsletters and on the website to ensure our members, and beyond, understand the challenges Africa faces in research administration and the appropriate solutions that address these challenges.

Outcomes:

We envision that:

- Creating an advisory board and a governance structure will result to an effective management structure and a strategic plan and charter.
- The seminars that focus on unique African problems will birth a plan to develop a training curriculum and brainstorming workshops.
- The survey report will improve ORD structures and bring about functional research offices.
- The seminars we conduct to spread awareness and understanding of challenges in research will help us develop frequently-asked-questions and also will improve the content quality on the website.

Verification:

- We will track the effectiveness of the advisory board and governance structures through minutes of the management meetings, committee reports, and constitutional reports.
- The number of invitation letters, number of people on attendance lists, and the depth of seminar reports/agendas will determine the quality of the training curriculum and how effective the brainstorming workshops are.
- The number of functional offices per institution per year and twinning reports will show whether or not we are achieving our goal of establishing research support in all member institutions.

- Number of hits on the website will show if our seminars improve people's knowledge of challenges in research administration in Africa.

Responsibility:

- The steering committee will oversee the formation of a leadership structure that has a deep understanding of the issues facing African research.
- The training and development subcommittee will oversee:
 - o Seminars that focus on solving problems of successful research administration
 - o Seminars that seek to spread awareness and understanding of challenges in research administration
- The research and development subcommittee will oversee the establishment of functional research offices in member institutions.

Resource Requirements:

We estimated the cost of organizing seminars that discuss African problems with successful research administration, and the cost of establishing functional offices in different institutions, will be approximately \$10,000 and \$20,000 respectively. We will fund these objectives with both internal and external sources.

Strategic Goal 4
Professional Development

Objectives:

Our two objectives are to:

- Identify and fill gaps that exist in research administration as a profession
- Build excellence and professionalism in the career of research administration in order to eventually nurture a professional identity

Strategies:

To address the gaps in research administration and nurture professionalism, we will develop a pathway for establishing guidelines, and set benchmarks and standards for research administration. We will build these standards by providing grant application courses and facilitating the production of grant applications by members. We will also provide mentorship and trainings on the current trends and opportunities in global health research administration to develop competencies.

Deserving institutions will be recognized for exemplary performance per association guidelines and benchmarks.

Outcomes:

The professional mentorship and trainings, in addition to research administration guidelines, will result to a critical mass of well trained research administrators in Africa. Mentorship and trainings will require the identification of mentors and attachment sites, and will help report on any gaps that exist in the profession.

Verification:

- We will use meetings, number of attachments, number of mentors, and number of trained research administrators to judge how effectively we are closing the gaps in research administration.

- We will use awards to encourage excellence and professionalism in research administration.

Responsibility:

The training and development subcommittee will oversee the execution of our two objectives with professional development.

Resource Requirements:

We estimated that the cost of trainings and mentorship workshops for achieving Strategic Goal 4 will be approximately \$20,000. We will use both internal and external sources to fund this project.

The total estimated cost of achieving all four strategic goals is \$321,000.

Prioritised strategic issues, objectives, action plans and implementation

Strategic Issues	Objectives	Strategies / Activities	Outcomes / Results (long-term, mid-term, and short-term)	Means of Verification	Responsibility
1.) Formation of an effective network of Research Administrators in Africa	Build an individual and institutional membership base.	<ul style="list-style-type: none"> ▪ Perform a census of Research Administrators/research institutions and relevant stakeholders in target research institutions. ▪ Contact research institutions through appropriate mechanisms. ▪ Register the individual/institution and develop a database. ▪ Create a forum for the relevant identified leaders (i.e. executive heads of research) of the institutions to discuss institutional commitment to the ideals of the ARAA mission. 	<ul style="list-style-type: none"> ▪ Membership/Institutional registry ▪ Membership/Institutional database ▪ Leadership Forum 	<ul style="list-style-type: none"> ▪ Number of members/institutions in the registry ▪ Database inventory ▪ Updated database ▪ Meetings ▪ Minutes ▪ Reports of proceedings from meetings ▪ Conference calls 	<ul style="list-style-type: none"> ▪ Membership Drive Subcommittee
	Link Research Institutions in Africa to share ideas and best practices.	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer and interaction among members and institutions. ▪ Newsletter 	<ul style="list-style-type: none"> ▪ Hub: consortium of regional institutions ▪ Newsletter 	<ul style="list-style-type: none"> ▪ Minutes ▪ Content of the newsletter 	<ul style="list-style-type: none"> ▪ Coordinator ▪ Membership Drive Subcommittee

		<ul style="list-style-type: none"> ▪ Meetings ▪ Conference calls ▪ Discussion board 			
	<p>Improve communication among Research Administrators, investigators, and other members of research teams in Africa.</p>	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer and interaction among Research Administrators, investigators, and other members of research teams. ▪ Newsletter ▪ Meetings ▪ Conference calls ▪ Seminars ▪ Facilitate cross-trainings of research teams on topical issues like staff welfare, grant submission, and project management. 	<ul style="list-style-type: none"> ▪ Increased synergy ▪ Improved knowledge and skills for Research Administrators 	<ul style="list-style-type: none"> ▪ Process improvement report form ▪ Meeting minutes ▪ Evaluation forms 	<ul style="list-style-type: none"> ▪ Coordinator ▪ Training Subcommittee
	<p>Forge partnerships with relevant stakeholders in Africa and beyond, based on mutual interest and complimentary strength.</p>	<ul style="list-style-type: none"> ▪ Identify associations and institutions that engender complimentary values and interests. ▪ Invite them to our events (meetings, seminars, etc.), attend their events, and share platforms for achieving complimentary objectives. 	<ul style="list-style-type: none"> ▪ Partnership 	<ul style="list-style-type: none"> ▪ Number of institutions/individuals accepting our invitation 	<ul style="list-style-type: none"> ▪ Coordinator ▪ Membership Drive Subcommittee

	Perform an environmental scan of research institutions to find out the research administration needs of various institutions and how to meet them.	<ul style="list-style-type: none"> ▪ Conduct surveys to identify research administration needs of various institutions. 	<ul style="list-style-type: none"> ▪ Publications ▪ Database 	<ul style="list-style-type: none"> ▪ Number of published works 	<ul style="list-style-type: none"> ▪ Research and Development Subcommittee
2.) Sustainability	Resource mobilization	<ul style="list-style-type: none"> ▪ Fundraising activities – membership fees, institutional subscription, funding from grants. ▪ Form a grant writing sub-committee to pursue grant opportunities and income generating activities. 	<ul style="list-style-type: none"> ▪ Grant Proposals ▪ Funds ▪ Grants writing committee ▪ Promotional materials (i.e. books, T-shirts, etc.) 	<ul style="list-style-type: none"> ▪ Number of grant applications written ▪ Amount of funds solicited ▪ Number of meetings held 	<ul style="list-style-type: none"> ▪ Development Subcommittee ▪ Finance Subcommittee
	Motivate people to join and continue being members.	<ul style="list-style-type: none"> ▪ Continuously recruit members. ▪ Maintain a membership base by making the agenda attractive to members. ▪ Regular review sessions: conference calls, regular meetings ▪ Encourage invitees to refer additional people from their institutions. ▪ Member satisfaction reviews 	<ul style="list-style-type: none"> ▪ Expanded membership desk ▪ Level of participation ▪ Increased membership ▪ A report 	<ul style="list-style-type: none"> ▪ Evaluation forms ▪ A yearly increase of 10% in membership ▪ Number of new members joining the association ▪ The content of the review forms 	<ul style="list-style-type: none"> ▪ Membership Drive Subcommittee ▪ Social Marketing Subcommittee

3.) African ownership	Establish a leadership structure with deep understanding of African research issues.	<ul style="list-style-type: none"> ▪ Put in place an advisory board, executive committee, subcommittees, and other governance structures composed of individuals with a deep understanding of African research issues. 	<ul style="list-style-type: none"> ▪ Effective management structure in place ▪ Strategic Plan and charter in place 	<ul style="list-style-type: none"> ▪ Management structure in place ▪ Management meetings ▪ Minutes of the management meetings and committee reports ▪ Constitutional report or document 	<ul style="list-style-type: none"> ▪ Steering Committee
	Identify and solve uniquely African problems of successful research administration.	<ul style="list-style-type: none"> ▪ Hold seminars focused on uniquely African problems. ▪ Create a pathway for a training curriculum through trainings and workshops.. 	<ul style="list-style-type: none"> ▪ Seminar ▪ A plan to develop a training curriculum ▪ Brainstorming workshops 	<ul style="list-style-type: none"> ▪ Attendance list ▪ Seminar reports ▪ Seminar agenda ▪ Invitation letters 	<ul style="list-style-type: none"> ▪ Training and Development Subcommittee
	Enhance the establishment of functional offices of research support in all member institutions.	<ul style="list-style-type: none"> ▪ Conduct a survey using a checklist for defining an optimally functional research support office. ▪ Help institutions without research administration offices through seminars and trainings to help them set up such offices. 	<ul style="list-style-type: none"> ▪ The survey report ▪ Improved ORD structures ▪ Functional research office 	<ul style="list-style-type: none"> ▪ The number of functional offices in the institutions ▪ Twinning reports ▪ Number of seminars 	<ul style="list-style-type: none"> ▪ Research and Development Subcommittee
	Broaden understanding of the challenges of the Research Administrator in Africa and advance appropriate solutions.	<ul style="list-style-type: none"> ▪ Conduct seminars with stakeholders. ▪ Share information on the website and in newsletters. 	<ul style="list-style-type: none"> ▪ Seminar reports ▪ Developing the website ▪ Developing the FAQ 	<ul style="list-style-type: none"> ▪ Number of seminars held ▪ Number of hits on the website 	<ul style="list-style-type: none"> ▪ Training and Development Subcommittee

<p>4.) Professional development</p>	<p>Identify and fill gaps that exist in research administration as a profession.</p>	<ul style="list-style-type: none"> ▪ Develop a pathway for establishing guidelines for research administration as a profession. ▪ Set benchmarks and standards for research administration as a profession. ▪ Organise professional trainings, attachments, and mentorships for Research Administrators. 	<ul style="list-style-type: none"> ▪ A Research Administrators guideline ▪ Report on identified gaps ▪ Mentors and attachment sites identified ▪ A critical mass of well trained Research Administrators in Africa 	<ul style="list-style-type: none"> ▪ Meetings ▪ Number of attachments ▪ Number of mentors ▪ Number of trained Research Administrators 	<ul style="list-style-type: none"> ▪ Training and Development Subcommittee
	<p>Build excellence and professionalism in the career of research administration in order to eventually nurture a professional identity.</p>	<ul style="list-style-type: none"> ▪ Recognise exemplary performance per association guidelines and benchmarks. ▪ Facilitate the provision of grant application courses and production of grant applications by members. ▪ Provide regular meetings and trainings on the current trends and opportunities in global health research administration in order to develop competencies and share best practices. 	<p>(see above)</p>	<ul style="list-style-type: none"> ▪ Number of awards 	<ul style="list-style-type: none"> ▪ Training and Development Subcommittee

Resource requirements

- finances, infrastructure, people, Internet, computers etc.
- sensitivity analysis: best case, moderate case, worst case scenarios

Strategic Issues	Objectives	Strategies / Activities	Resource Requirements	Estimated Budgets	Source of Budgetary Allocation
1.) Formation of an effective network of Research Administrators in Africa	Build an individual and institutional membership base.	<ul style="list-style-type: none"> ▪ Perform a census of Research Administrators/research institutions and relevant stakeholders in target research institutions. ▪ Contact research institutions through appropriate mechanisms. ▪ Register the individual/institution and develop a database. ▪ Create a forum for the relevant identified leaders (for instance executive heads of research) of the institutions to discuss institutional commitment to the ideals of the ARAA mission. 	<p>Travel, phone calls, email</p> <p>Computer + accessories, stationery</p> <p>60 participants</p>	<p>$\\$25\,000 \times 5 = \\$125\,000$</p> <p>$\\$1\,000 \times 5 = \\$5\,000$</p> <p>$60 \times \\$1\,000 = \\$60\,000$</p>	<ul style="list-style-type: none"> ▪ External sources – grants ▪ In-kind contributions from institutions ▪ External sources ▪ External sources – grants for first 3 years ▪ Shared external and local institution support from year 4
	Link research institutions in Africa to share	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer 	Development, hosting, updating, for 5 years	\$10 000	<ul style="list-style-type: none"> ▪ External sources, income generators later ▪ External for first 3

	ideas and best practices.	and interaction among members and institutions. <ul style="list-style-type: none"> ▪ Newsletter ▪ Meetings ▪ Conference calls 	Newsletter 20 calls per year	\$5 000 \$6 000 for 2 years	years, income generator from year 4
	Improve communication among Research Administrators, investigators, and other members of research teams in Africa.	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer and interaction among Research Administrators investigators and other members of research teams. ▪ Newsletter ▪ Meetings ▪ Conference calls ▪ Seminars ▪ Facilitate cross-trainings of research teams on topical issues like staff welfare, grant submission, project management. 	Seminars and trainings = \$10 000 per year	\$50 000	<ul style="list-style-type: none"> ▪ External
	Forge partnerships with relevant stakeholders in Africa and beyond based on mutual interest and	<ul style="list-style-type: none"> ▪ Identify associations and institutions that engender complimentary values and interests. ▪ Invite them to our events (meetings, seminars etc), attend their events, and share platforms for achieving 			

	complimentary strengths.	complimentary objectives. <ul style="list-style-type: none"> ▪ ARAA members attending meetings/seminars for other organizations 	6 travellers/year:	\$20 000 for 5 years	<ul style="list-style-type: none"> ▪ External
	Perform an environmental scan of research institutions to find out the research administration needs of various institutions and how to meet them.	<ul style="list-style-type: none"> ▪ Conduct surveys to identify research administration needs of various institutions. 	(Combined with activity 1)		
2.) Sustainability	Resource mobilization	<ul style="list-style-type: none"> ▪ Fundraising activities – membership fees, institutional subscription, funding from grants ▪ Form a grant writing sub-committee to pursue grant opportunities. 		\$10 000	<ul style="list-style-type: none"> ▪ External ▪ Internal
	Motivate people to join and continue being members.	<ul style="list-style-type: none"> ▪ Continuously recruit members. ▪ Maintain a membership base by making the agenda attractive. ▪ Regular review sessions: conference calls, regular meetings ▪ Encourage invitees to refer 	(Covered in census activity)		

		<p>additional people from their institutions.</p> <ul style="list-style-type: none"> ▪ Member satisfaction reviews 			
3.) African ownership	<p>Establish a leadership structure with deep understanding of African research issues.</p>	<ul style="list-style-type: none"> ▪ Put in place an advisory board, executive committee, subcommittees and other governance structures composed of individuals with a deep understanding of African research issues. 			
	<p>Identify and solve uniquely African problems of successful research administration.</p>	<ul style="list-style-type: none"> ▪ Seminars focussed on uniquely African problems ▪ Create a pathway for training curricula through trainings and workshops. 	\$10 000	\$10 000	<ul style="list-style-type: none"> ▪ External ▪ Internal
	<p>Enhance the establishment of functional offices of research support in all member institutions.</p>	<ul style="list-style-type: none"> ▪ Conduct a survey using a checklist for defining an optimally functional research support office. ▪ Help institutions without research administration offices through seminars and trainings to help them set up such offices. 	\$20 000	\$20 000	<ul style="list-style-type: none"> ▪ External ▪ Internal
	<p>Broaden understanding of the challenges of the Research Administrator in Africa and</p>	<ul style="list-style-type: none"> ▪ Conduct seminars with stakeholders. ▪ Share information on the website and in newsletters. 			

	advance appropriate solutions.				
4.) Professional development	Identify and fill gaps that exist in research administration as a profession.	<ul style="list-style-type: none"> ▪ Develop a pathway for establishing guidelines for research administration as a profession. ▪ Set benchmarks and standards for research administration as a profession. ▪ Organise professional trainings, attachments, and mentorships for Research Administrators. 	\$20 000	\$20 000	<ul style="list-style-type: none"> ▪ External ▪ Internal
	Build excellence and professionalism in the career of research administration in order to eventually nurture a professional identity.	<ul style="list-style-type: none"> ▪ Recognise exemplary performance per association guidelines and benchmarks. ▪ Facilitate the provision of grant application courses and production of grant applications by members. ▪ Provide regular meetings and trainings on the current trends and opportunities in global health research administration in order to develop competencies and share best practices. 			
Total				\$321 000	

Monitoring and evaluation

- Monitoring of activities in the plan
- strategic controls and evaluation

Strategic Issues	Objectives	Strategies / Activities	Means of Verification	Time frame					
				2009	2010	2011	2012	2013	
1.) Formation of an effective network of Research Administrators in Africa	Build an individual and institutional membership base.	<ul style="list-style-type: none"> ▪ Perform a census of Research Administrators/research institutions and relevant stakeholders in target research institutions. ▪ Contact research institutions through appropriate mechanisms. ▪ Register the individual/institution and develop a database. ▪ Create a forum for the relevant identified leaders (for instance executive heads of research) of the institutions to discuss institutional commitment 	<ul style="list-style-type: none"> ▪ Number of members/institutions in the registry ▪ Database inventory ▪ Updated database ▪ Meetings ▪ Minutes ▪ Reports of proceedings from their meetings ▪ Conference calls 	X					
				X					
				X					
				X	X	X	X	X	X

		to the ideals of the ARAA mission.						
	Link research institutions in Africa to share ideas and best practices.	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer and interaction among members and institutions. ▪ Newsletter ▪ Meetings ▪ Conference calls 	<ul style="list-style-type: none"> ▪ Minutes ▪ Content of the newsletter 	Website (1)				
	Improve communication among Research Administrators, investigators, and other members of research teams in Africa.	<ul style="list-style-type: none"> ▪ Develop a website and access to any other creative internet tools to allow information transfer and interaction among Research Administrators investigators and other members of research teams. ▪ Newsletter ▪ Meetings ▪ Conference calls 	<ul style="list-style-type: none"> ▪ Process improvement report form 	Seminars (5) Cross-training (5)				

		<ul style="list-style-type: none"> ▪ Seminars ▪ Facilitate cross-trainings of research teams on topical issues like staff welfare, grant submission, project management, etc. 	<ul style="list-style-type: none"> ▪ Minutes ▪ Evaluation forms 					
	Forge partnerships with relevant stakeholders in Africa and beyond based on mutual interest and complimentary strengths.	<ul style="list-style-type: none"> ▪ Identify associations and institutions that engender complimentary values and interests. ▪ Invite them to our events (meetings, seminars etc), attend their events, and share platforms for achieving complimentary objectives. 	<ul style="list-style-type: none"> ▪ Number of institutions/individuals accepting our invitation 	Identify (1) Invite/go (5)				
	Perform an environmental scan of research institutions to find out the research administration needs of various institutions and how to meet them.	<ul style="list-style-type: none"> ▪ Conduct surveys to identify research administration needs of various institutions. 	<ul style="list-style-type: none"> ▪ Number of published works 	Develop tools (1) Survey (2)				
2.) Sustainability	Resource mobilization	<ul style="list-style-type: none"> ▪ Fundraising activities – membership fees, institutional subscription, funding from grants ▪ Form a grant writing subcommittee to pursue 	<ul style="list-style-type: none"> ▪ Number of grant applications written ▪ Amount of funds solicited ▪ Number of meetings held 	Fundraising (5) Grant subcommittee (2)				

		grant opportunities.						
	Motivate people to join and continue being members.	<ul style="list-style-type: none"> ▪ Continuously recruit members. ▪ Maintain a membership base by making the agenda attractive. ▪ Regular review sessions: conference calls, regular meetings ▪ Encourage invitees to refer additional people from their institutions to us. ▪ Member satisfaction reviews 	<ul style="list-style-type: none"> ▪ The content of the review forms ▪ A yearly increase of 10% in membership ▪ Number of new members joining the association ▪ Evaluation forms 	Recruit (5)				
3.) African ownership	Establish a leadership structure with deep understanding of African research issues.	<ul style="list-style-type: none"> ▪ Put in place an advisory board, executive committee, sub-committees and other governance structures composed of individuals with a deep understanding of African research issues. 	<ul style="list-style-type: none"> ▪ The management structure in place ▪ Management meetings ▪ Minutes of the management meetings and committee reports ▪ Constitutional report or document 	Management structure (1)				
	Identify and solve uniquely African problems of successful research	<ul style="list-style-type: none"> ▪ Hold seminars focused on uniquely African problems. 	<ul style="list-style-type: none"> ▪ Attendance list ▪ Seminar reports ▪ Seminar Agenda 	Seminars/curricula (5)				

	administration.	<ul style="list-style-type: none"> ▪ Create a pathway for a training curriculum through trainings and workshops. 	<ul style="list-style-type: none"> ▪ Invitation letters 					
	Enhance the establishment of functional offices of research support in all member institutions.	<ul style="list-style-type: none"> ▪ Conduct a survey using a checklist for defining an optimally functional research support office. ▪ Help institutions without research administration offices through seminars and trainings to help them set up such offices. 	<ul style="list-style-type: none"> ▪ The number of functional offices in the institutions ▪ Twinning reports ▪ Number of seminars 	Survey (2)				
	Broaden understanding of the challenges of the Research Administrator in Africa and advance appropriate solutions.	<ul style="list-style-type: none"> ▪ Conduct seminars with stakeholders ▪ Share information on the website and newsletters 	<ul style="list-style-type: none"> ▪ Number of seminars held ▪ Number of hits on the website 	Seminars (5)				
4.) Professional development	Identify and fill gaps that exist in research administration as a profession.	<ul style="list-style-type: none"> ▪ Develop a pathway for establishing guidelines for research administration as a profession ▪ Set benchmarks and standards for research administration as a profession ▪ Organise professional trainings, attachments and 	<ul style="list-style-type: none"> ▪ Meetings ▪ Number of attachments 	Pathway (3 - 5)				
				Benchmarks (3 - 5)				
				Mentorships (5)				

		mentorships for Research Administrators	<ul style="list-style-type: none"> ▪ Number of mentors ▪ Number of trained Research Administrators 					
	Build excellence and professionalism in the career of research administration in order to eventually nurture a professional identity for research administration.	<ul style="list-style-type: none"> ▪ Recognise exemplary performance per association guidelines and benchmarks. ▪ Facilitate the provision of grant application courses and production of grant applications by members. ▪ Provide regular meetings and trainings on the current trends and opportunities in global health research administration in order to develop competencies and share best practices. 	<ul style="list-style-type: none"> ▪ Number of awards 	Recognition (5)				
				Courses (5)				
				Trainings (5)				

Critical success factors

To develop a vibrant, sustainable, professional network of Research Administrators which is highly effective in providing a conducive environment for research programs and projects; collaborates optimally with all the other members of research teams; shares ideas and best practices; develops a professional identity for Research Administrators and plays its appropriate role in the achievement of scientific and fiscal objectives of research projects and programs.

Appendices

- Constitution

Appendix I – monitoring activities

Strategic issues	Planned activity	Achievements			Remedial actions
		Performed activities	Targets achieved	Reasons for deviations	

Appendix II - monitoring of budgetary activities (template table)

Strategic issues	Objectives	Planned activities	Planned budgets	Actual expenditure	Variance	Remarks/ Justification