



Science Granting Councils Phase Two (SGCI II)

Theme 1: Research Management

Strengthening the Practices and Resilience of Science Granting Councils in sub-Saharan Africa in Research and Grants Management

YEAR 1 NEWSLETTER

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The Science Granting Councils Initiative

The Science Granting Councils Initiative (SGCI) was launched in March 2015 as a partnership and collaborative effort by the UK's Foreign, Commonwealth and Development Office (FCDO), Canada's International Development Research Centre (IDRC), and South Africa's National Research Foundation (NRF).

The initial phase (SGCI-1) focused on enhancing the capacities of Science Granting Councils (SGCs) from 15 African countries (Botswana, Burkina Faso, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Rwanda, Senegal, Tanzania, Uganda, Zambia and Zimbabwe) to manage research, design robust research programmes, support knowledge transfer, and foster partnerships between SGCs and also other actors within the science system. Southern African Research and Innovation Management Association (SARIMA), together with its partners supported thematic area 1 i.e. To strengthen research management amongst the SGCs.

The second phase of the initiative (SGCI-II) aims to further strengthen the abilities of [SGCs from 17 countries in Eastern, Western and Southern Africa](#) (figure 1) to support research and evidence-based policies for economic and social development. The initiative focuses on the following themes: Research Management, Evidence in Policy Making, Cooperation Projects, Strategic Communications and Knowledge Uptake, Gender Inclusivity and Private Sector Engagement.

This initiative is executed through various collaborating technical agencies (CTAs). SARIMA, in partnership with the West African Research and Innovation Management Association (WARIMA), contributes to SGCI-2 Theme 1: Research Management (October 2023 to September 2026).

This theme focuses on enhancing research and grants management practices among SGCs in sub-Saharan Africa through capacity assessment, skill enhancement, in-country support, collaborative learning, and effective dissemination. The project aims to build on work that has already been undertaken in SGCI-1 and SGCI- 2 to support SGCs to strengthen research management practices. The project will contribute to the expected outcome of the SGCI to support more effective research management practices among SGCs.



Figure 1: SGCI participating countries

The project is being implemented in a phased approach to ensure that the capacity strengthening interventions are needs-based and context-sensitive. The first phase involved needs assessment. The second phase of the project draws on the findings from the assessment and is used as the basis of a capacity strengthening intervention..

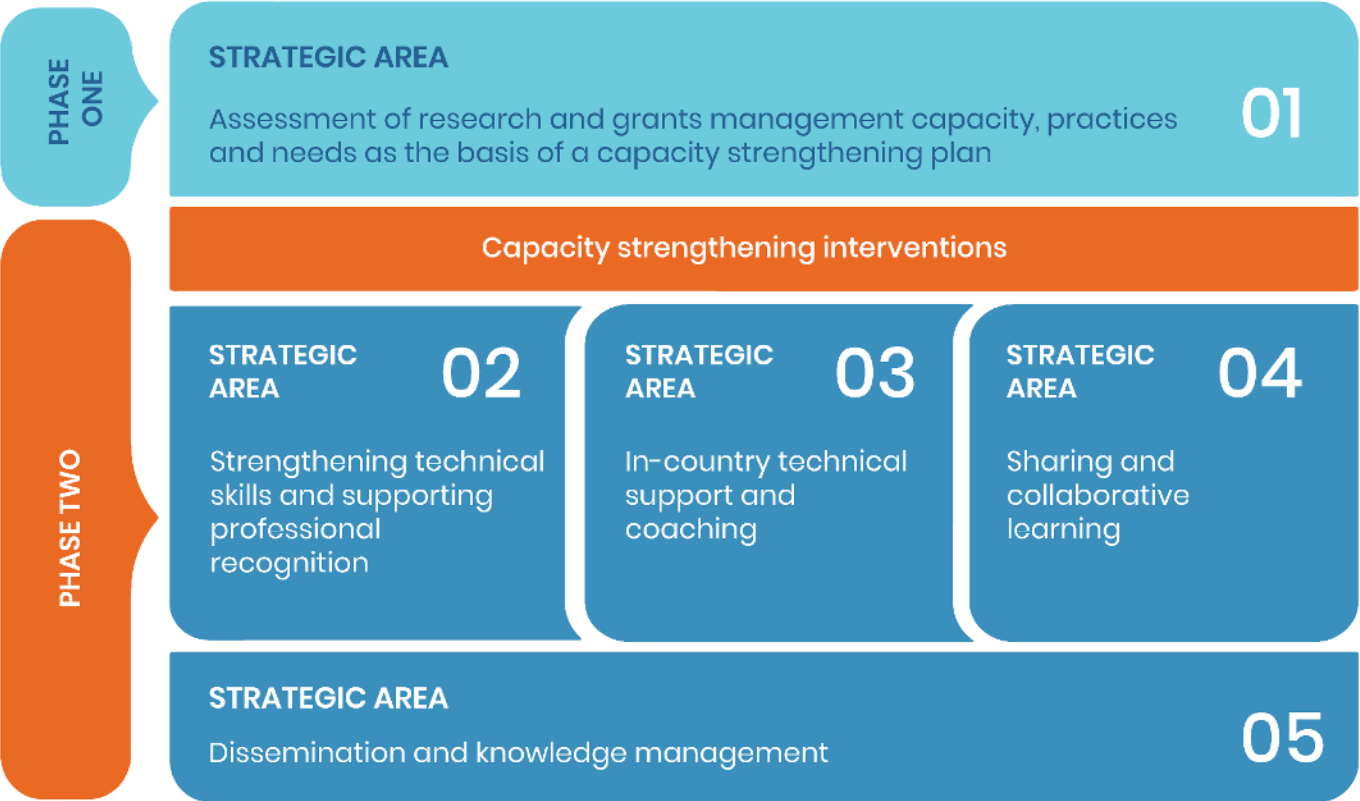


Figure 2: Project approach

Needs assessment of research and grants management

The needs assessment was conducted through a workshop held in Munyonyo, Kampala, Uganda, on 22 June 2023, to assess that the capacity strengthening interventions are needs-based and context-sensitive. The survey results revealed that most SGCs are willing to undertake on the proposed activities: online training, technical assistance visits, and learning/exchange programs with other SGCs. One-on-one meetings were held to further unpack the results. The outcome was that “Research Funding” (pre-award processes) and “Managing funded research” (post-award processes) are relevant topics based on the validation engagements held in

Mombasa, Kenya. The results suggest that the target audience for these initiatives are SGCs, researchers and external stakeholders. Amongst the SGCs, these topics will not be a repetition because of the high level of staff turnover.

The SARIMA Professional Competency Framework (PCF) is being used to further unpack stated needs and provide support aligned to the objective of professional recognition.



Figure 3: SGC Regional Meeting, SARIMA/WARIMA needs assessment workshop group engagement, Munyonyo, Kampala, Uganda (22 June 2023)

Strengthening technical skills

The needs assessment results ranked potential future training topics as per key competency outlined in the SARIMA PCF follows: (1) Managing funded research(post-award), (2) Organisation and delivery of a RM service, (3) Partnerships and collaboration, (4) Research ethics and integrity, with the majority of SGCs requesting such trainings offered at the intermediate/advanced levels. "Managing funded research" virtual training was coordinated and successfully held on 21-22 August 2024. The other topics (2-4) highlighted above were woven into the training programme. Reflecting on the needs assessment results, the targeted audience included SGCs staff members and their stakeholders, mainly researchers. Presenters were carefully selected based on their Research Management and Administration (RMA) expertise that can provide diverse perspective according to their different regional, institutional, professional development, etc. Simultaneous interpretation for French and Portuguese was provided, and participants were encouraged to share of practices and experiences through interactive discussions and breakout groups.

The training was well attended with 313 participants with varied roles including academic staff members in different levels, researchers, post graduate students and research and innovation management practitioners. Participants represented over 8 countries in the Eastern, Southern and Western region of sub-Saharan Africa. Most of the participants were from the Ethiopian institutions thanks to Ethiopian Ministry of Innovation and Technology (MiNT).

IPRC successfully endorsed 6 training points towards this course. Participants who wish to pursue Research Management can use the certificate of attendance as part of their portfolio of evidence. A total number of 112 certificates

were issued to eligible participants that met the training requirements.

Participants expressed and highlighted the following three most valuable aspects of the training: enhanced capacity building, strengthened collaborations and partnerships and improved financial management and accountability.

Tanzania and Ethiopia SGCs highlighted interest in innovation and technology transfer related topics: financing commercialisation of research products, technology and innovation management, technology spin off and legal infrastructure.

SGC staff members from Burkina Faso, Ethiopia and Tanzania plan to share their learnings from the course to their peers and/or a community of practice in the following ways:



"We are always organizing a training course for stakeholders, so we can use as reference for the material we develop"



"Sharing of received documents. Encourage/initiate debates on each of the topics taught during future group work sessions or various workshops to get the message across."



"After receiving the presentation I will make a summary and submit the same to the management. During normal sectional meetings I will share some insights and notes. I will also distribute the presentations for the research coordinators to read"

Supporting Research Management professional recognition

Positive feedback was received from the needs assessment RM professionals undertaking the process of being professionally recognised through the IPRC. Significant marketing effort has been carried out to raise awareness and provide guidance on IPRC recognition. An IPRC webinar was hosted and extended to the SGCI staff members on 11 December 2023. The SGCI programme contributed financially towards the webinar by providing the Portuguese interpretation in addition to French. All IPRC resources and the recordings (English, French and Portuguese) can be viewed on this link:

<https://iprcouncil.com/training-and-resources/>

Material that promotes the Research Management profession was printed and widely distributed during SGCI events and beyond where SGCs can be reached. These included: IPRC brochures, professional recognition call and PCF.

The IPRC uses the SARIMA RMA PCF to conduct a self-assessment of one's competence as part of the IPRC Professional Recognition application process. The PCF was only available in English and was translated to French and Portuguese. This was critical to encourage SGCI potential applicants to participate in the Professional Recognition activity. French and Portuguese speaking RM experts reviewed the translated material to ensure context is not lost in the translation. Taking advantage of the captive Portuguese audience of the 2024 SARIMA conference held in Mozambique, the Portuguese version was successfully launched during this event and was widely distributed to Fundo Nacional de Investigacao's (FNI, Mozambique SGC) staff members and their stakeholders. The French version will be launched and distributed at the 2024 SGCI Annual Forum, Botswana.

SARIMA Professional Competency Framework (PCF)



Figure 4: SARIMA Professional Competency Framework for Research Management and Administration

Over and above the distribution of materials, promotion of professional recognition continues to be embedded in the Theme 1 activities exploring opportunities for IPRC training endorsement and sharing of success stories. A year 1 achievement to highlight is that 14 IPRC training points have been obtained through SGCI training engagements: through a virtual Managing Funded Research training course and Zimbabwe technical assistance visit (TAV). These 2 events have been awarded with IPRC training points 8 and 6 respectively, encouraging SGCs staff members to start building their portfolios in submission of the application.

Two recognised RM professionals (IPRC STARS),
below were invited to share their stories::

- **Ms Thokozile Mashaah**, Ms Thokozile Mashaah, one of the first RM practitioners to have received professional recognition in Zimbabwe, shared her inspiring journey which encouraged the Research Council Zimbabwe colleagues to start their IPRC applications.
- **Dr Jean-Pierre K. N'Guessan** N'Guessan shared his experience during the “Managing funded research” virtual training with the aim of motivating participants, more specifically for West African colleagues.

Ms Luiza Ndapewa Mazarire from the National Commission on Research Science and Technology (NCRST), Namibia is one of the SGCI applicants that received financial and mentoring support in the IPRC application. Below she shares her journey through the process.

Journey through Research Management recognition process

“I just wanted to take a moment to say a big thank you for the chance to be part of the Research Management professional recognition process. My journey began back in SGCI phase 1, and I've definitely gained more confidence along the way. It was great to see how the application has shifted from a manual to an electronic format—it's way more user-friendly now since you can save your progress and come back to it later. Plus, the **support throughout the process made me feel like I wasn't going through it alone**. However, I think there's more to be done in spreading the word about this recognition. Honestly, I haven't come across anyone in Namibia who's been recognized yet. **I'm really looking forward to stepping up as an advocate** for others once I get recognized myself through the [STARS program](#).

When I was putting together my application, I struggled a bit with answering some questions given my current role at the council. I believe some evidence is better shared by university staff members. For instance, highlighting how we've supported researchers through advocacy, budgeting, and mentoring would be more impactful if they shared it. My role connects directly with Researchers since we work

closely with university departments. So, it's a bit tricky to provide direct evidence of work done with Researchers because we're more about facilitating the process.

Even though I haven't been recognised yet, **I've seen some real benefits from being part of this process. It's pushed me to take my job seriously and highlighted areas for professional growth I want to work on**. For example, during phase 1, I became more aware of the importance of Research Ethics, Intellectual Property, and Communication through the IPRC process. Since then, I've been on the lookout for training opportunities to level up my knowledge in these areas, and it has genuinely helped me in my daily tasks and supporting the stakeholders I work with.

I'm glad I've been part of this experience and want to encourage other SGCI to get involved too.

Here are a few tips:

1. The application process isn't a one-day thing—carve out some time to gather your evidence.
2. Keep records of every event (like conferences or workshops) you attend, especially if you're a panellist—these will come in handy.
3. Be proactive about finding growth opportunities!”

Luiza Ndapewa Mazarire
NCRST, Namibia

In-country technical support and coaching



Research Council of Zimbabwe Strengthening research fund sourcing capacity; 3-5 June 2024

The needs assessment results specific to Research Council of Zimbabwe (RCZ) were further unpacked through virtual engagements. With the intention of aligning the visit with the Research Management professionalisation, the programme was drafted using the PCF to unpack the “Strengthening research fund sourcing” leading to the following sessions: identify and disseminate research funding opportunities; and optimise research funding strategies, developing; and approving and submitting funding proposals. Dr Cebisa Nkhumeleni and Dr Doug Sanyahumbi were carefully selected according to their expertise, experience, geographical and gender diversity to provide support through delivery of the 3-day visit.

A total number of 12 RCZ staff members were in attendance consisting of 5 females and 7 males; 6 technical officers, finance and different other roles in the council. The visit entailed a deep dive into the research fund sourcing related topics using an open engagement approach. To apply the theoretical knowledge, the sessions included an interactive session where RCZ reviewed a grant proposal that was previously submitted (RCZ and Tanzania Commission for Science and Technology Grant Proposal).

Virtual sessions preceded the in-person support whereby the Grant Award Appeal Standard Operating Procedure (SOP) was also developed using shared templates.

The IPRC successfully endorsed this capacity strengthening initiative with 8 training points.

“Detail on the STI systems of South Africa and Malawi which allowed me to get an appreciation of the structure of STI systems of other countries for reflection on our own system.”

RCZ staff member

It was encouraging to observe that whilst there have been a high staff turnover since SGCI I, RCZ has institutional memory to ensure transfer of knowledge and continuity of activities. Sessions that followed over the 3 days had a RCZ appreciated this discussion and practical approach and shared the following:

“Learning exercises were really good; I think conducting learning exercises with actual activities that the SGC will or has done brings real-life perspectives; I learnt about how funding instruments can be an effective method for focusing and tracking research funding”

RCZ Research Administrator

¹ Technical Officer functions: Grant management, Fund sourcing, Partnership sourcing, Programmes management, Monitoring and evaluation, Policy development and analysis, Managing national Committees of Research in Zimbabwe, Stakeholder engagement. These duties are done in conjunction with Research Manager who has the oversight of these activities.

RCZ has a keen interest in South Africa. The opportunity to directly interact with an RM expert that had experience in working at the NRF-SA was highly appreciated.

“Discussing the pre- and post awarding process of Zimbabwe and NRF-SA caused awareness of the differences in systems due to SGC size and resourcing. Discovered how the NRF system is centred around the university system which promotes high levels of rigour but may not be inclusive of bodies and individuals who are not in the non-academic circle in the administration and management of the STI system. Most importantly discovered the value of an appeals system in grant management for transparency and even rigour”.

RCZ staff member

Whilst the focus was research fund sourcing capacity, the need to continuously link Research Management and Innovation Management cannot be over-emphasised which led to IP-related discussion.



Figure 5: Technical Assistance Visit participants, Zimbabwe, Harare (3-5 June 2024)

RCZ appreciated “Clarity on IP issues was very elaborate which culminated in the need to review RCZ IP and Benefit Sharing policies.”

Research Management Professionalisation was promoted through the IPRC recognition of the visit as stated above. Ms Thokozile Mashaah reinforced the importance of professional recognition and relevance of this visit by sharing her story of change. As one of the first RM professionals to be recognised in Zimbabwe, her story motivated the RCZ colleagues, and she provided a local context and extended her support for any future queries in submitting her application.

The visit was successfully concluded with clear actions items, partnerships formed beyond the SGCI II programme and certificate issued to 10 eligible participants (4 females, 6 males).

² Ms Thokozile Mashaah, recognised IPRC Research Management Professional (RMP), Deputy Director/Grants Administrator- Research Support Centre, US-Zim RETP Program Coordinator, PETRA/ENRICH Program, Faculty of Medicine and Health Sciences, Univ. of Zimbabwe

Facilitator story of change

“I would like to express my sincere appreciation for the opportunity to participate in the Zimbabwe in country technical support. The culture of openness and the enthusiasm for ongoing collaborations displayed by RCZ beyond the SGCI visit was truly impressive and invigorating. This culture has led to several meaningful initiatives, including:

- Establishing relations between RCZ and University of South Africa (UNISA), which includes the **co-sharing of grant management processes and best practices.**

- **Collaborating on food security issues** between the College of Agriculture & Environmental Sciences at UNISA and the University of Zimbabwe.
- Receiving an invitation to join a panel at the RCZ Research Symposium, taking place from 02-04 October 2024, which focuses on the theme “Embracing Research and Innovation for Sustainable Industrialisation,” to represent SARIMA and UNISA.

My involvement in the Zimbabwe TAV was immensely beneficial and exceeded my expectations. **I arrived at RCZ as a facilitator and departed as a collaborator and partner!”**

Dr Cebisa Nkhumeleni, SARIMA Co-opted Research Management Portfolio member | UNISA, South Africa



Fundo Nacional de Investiga o(FNI): Strengthening the research management ecosystem and developing inclusive networks for local and global research partnerships

Following the approach of aligning support to the needs of the SGC, the needs assessment result provided guidance on the visit for Fundo Nacional de Investiga o-FNI (SGC in Mozambique). One of the needs highlighted in the FNI response is “Understanding the role of research managers at research performing institutions and at SGCs (role and practical training).” Whilst the support and budget is targeted to the SGC, SARIMA applied an agile approach by exploring the opportunity of providing the support during the 2024 SARIMA annual conference. Hosted in Maputo, the conference attracted Research Management and Innovation Management practitioners across the sub-Saharan Africa and beyond. NRF financial and network support elevated the SARIMA idea to a multi-partner pre-conference workshop.

Titled “Strengthening the Research Management Ecosystem and Developing Inclusive Networks for Local and Global Research Partnerships”, this collaborative workshop was organised and co-funded by the AAP, IPRC, FNI, SARIMA- SGCI II and TDR (WHO) ³ . University of Eduardo Mondlane extended their complimentary facilities to host the 2-day event on 2-3 September 2024.

On the first day, Vit ria Langa de Jesus, Executive Director of the (FNI), welcomed delegates and on the second day, Prof Am lia Uamusse, Vice-Rector at Eduardo Mondlane University, extended a word of welcome and participated in the workshop for half the day. The workshop was attended by 50 delegates over the two days with the following representation: University Research Directors, Science Granting Council staff members, local Mozambique researchers (at different levels), RIMA representatives, SRIM II representatives. There was a diverse range of country representation as follows: Botswana, Ghana, Kenya, Malawi, Mali, Mozambique, Namibia, Senegal, South Africa, Switzerland, Tanzania, United States of America, Zambia and Zimbabwe.



Figure 6: 2024 SARIMA Pre-conference, SGCI2, AAP, IPRC and WHO TDR ESSENSE Joint workshop delegates, Mozambique, Maputo (2-3 September 2024)

³ Alliance for African Partnerships (AAP): International Professional Recognition Council (IPRC) Fundo Nacional de Investiga o(FNI) Southern African Research and Innovation Management Association (SARIMA)- Science Granting Councils Initiative phase two (SGCI II) Special Programme for Research and Training in Tropical Diseases (TDR), co-sponsored by the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the World Bank and the World Health Organization (WHO)

Discussions during the workshop revolved around several key themes:

- Strengthening research management and fostering inclusive networks for both local and global research partnerships
- Catalysing an ecosystem approach to research and grants management
- Professionalising research management, and
- Futureproofing the SARIMA Professional Competency Framework for research management.

The first day focused on mapping institutional set-ups, roles and services offered at the interface of research and grants management in select African universities and science granting councils. Participants also explored the specific aspects around pipeline, language inclusivity, and funding support as key inputs and catalytic areas of transformation in the research and grants management continuum.

There was a consensus amongst parties that the engagement was much needed and worth exploring again in future events.

FNI expressed satisfaction with the pre-conference workshop, indicating that the programme's objectives were met and the target audience attended.

Day 2 focused on the professionalisation of research management. Participants engaged in interactive and reflective discussions on competency gaps and proactively considered potential changes and future challenges that may impact on the current and future competence requirements for research managers.



Figure 7: 2024 SARIMA Pre-conference workshop, PCF gap analysis discussion, Mozambique, Maputo (3 September 2024)

"Participants were engaged, presentations followed the template shared and therefore presented what was expected. Roles, duties and activities of the different institutions were shared.**"**

This was very insightful from the session.

Feedback from the SGCs

SGCs confirmed that the pre-conference workshop was valuable and highlighted these most valuable aspects for personal professional development: “1. Obtain expertise in research management 2. Boost morale in research 3. Enhance research networks”. Adopting; enhancing recommendations on research management, enhance partnerships with other science granting councils and sharing ideas on research funding and management were indicated as valuable aspects for the SGC and the country. It is good to observe a change in awareness of Professional Recognition on the two Malawi and Kenya SGCs present. Both indicated that they were not aware of the Research Management Professionalisation before the workshop.

They both indicated that they have a better understanding of Research Management Professional Recognition after attending the workshop (day 2). Malawi indicated an interested in pursuing the Research Management Professional recognition.

The Kenyan Assistant Director (Resource Mobilization & Partnerships) indicated that he is not sure if his role aligns to Research Management.



“It was good to have Karin [from IPRC] present on IPRC, what is it, expected and the different categories of professional recognition. The breakaway groups held with deep conversation and understood the document [PCF] better.” There was an interest expressed by a local Mozambique delegate but s(he) expressed the IPRC application and RIMA membership fee being one of the potential limitations and additionally, the long application process and number of supporting documents for submission. FNI expressed commitment to raise awareness of the professional recognition within FNI and beyond and also sharing available support available through SGCI and other regional programmes (e.g SRIM).



Malawi noted the following key issues learned from the pre-conference workshop:

- **Industry Collaboration:** Essential for research to address societal needs
- **Grant Management:** Universities should create sub-accounts for grant recipients to mitigate late fund disbursement
- **Inclusive Databases:** Include all grant applicants in databases to widen researcher access
- **Support Platforms:** Establish platforms to aid grant recipients during the application process
- **Utilizing Retired Staff:** Engage retired faculty to assist in research and grants management
- **Translation Prioritization:** Emphasize translation in research and grant management at national and international levels
- **Language Inclusivity:** Budget for language inclusivity to enhance project impact
- **Research Awards:** Introduce awards for researchers and administrators to motivate excellence
- **Interdisciplinary Research:** Promote interdisciplinary approaches to address social issues
- **Emerging Trends:** Develop strategies to tackle trends like AI and the ethics of Ubuntu.
- **Team Approach to Funders:** Universities and councils should collaborate when approaching funders to increase success rates
- **Funding for Management:** Councils should fund research management alongside research projects
- **Grant Discretionary Funds:** Allocate 5% of grant value to universities for discretionary use
- **Awareness on Research Management:** Increase awareness of research management among universities and SGCs
- **Grant Discussions:** Universities should proactively discuss grants and funding with SGCs
- **Ethics and Integrity:** Focus on compliance with ethics and integrity in research
- **Support for Early Career Researchers:** Use part of grant overheads to support early career researchers and retired staff in research activities

Sharing and collaborative learning

SARIMA and WARIMA participated in the SGCI Regional Meeting and launch of the National Research Outlook Report held in Uganda on 19-23 June 2023. This regional meeting offered an opportunity to create awareness and visibility of SARIMA/WARIMA activities, engage with stakeholders and host a needs assessment workshop



Figure 8(left): SGCI Regional Meeting, Professor Eme T. Owoaje creating awareness of WARIMA, Munyonyo, Kampala, Uganda (22 June 2023)



Figure 9(right): SGCI Regional Meeting, SARIMA/WARIMA project team, Munyonyo, Kampala, Uganda (22 June 2023)

WARIMA reflections

“The SGCI Regional Meeting was a wonderful opportunity to meet with representatives of the Science Granting Councils from African countries, Collaborating Technical Agencies (CTAs) and the Initiative Management Team (IMT).

I enjoyed participating in the working sessions, learning spaces, and interactive engagements aimed at strengthening the implementation of the new SGCI partnerships. It was interesting to learn more about the initiative. I was particularly impressed by the 2023 Uganda National Research Outlook Report launch, which was an indication of the great potential for driving research and development

efforts in an African country that could be replicated across the continent.

I observed that the national science granting councils in the West African countries were still in their rudimentary stages and would benefit greatly from the activities of the SGCI. One of the major benefits of WARIMA was that Prof Doumbo actively engaged the representatives from the West African francophone countries. We have continued to communicate with them to create awareness about WARIMA and increase the membership of the research institutions in those countries.”

- **Professor Eme T. Owoaje**
WARIMA

Participation in annual forums and co-arranging of annual academic symposia

SARIMA and WARIMA participated in the 2023 SGCI Annual Forum and Global Research Council(GRC) Africa Regional Meeting held in Kenya on 13-17 November 2023. These two meetings provided us another opportunity to once again engage with SGC stakeholders and beyond. One-on-one meetings were scheduled with SGCs to further unpack the needs assessment results, continue raising awareness and understanding of RM activities and distribute professional recognition materials, allowing time to engage and respond to queries.

Whilst these events are very useful for SGCI interactions. We have appreciated the opportunity to form networks beyond SGCI. SARIMA connected with a GRC delegate from Angola, a network we are looking forward to enriching through the [SRIM II](#) programme as we aim to increase visibility in Angola. We are happy to update that the GRC delegate from Angola participated in the first SARIMA conference and is enthusiastic to be a RM champion in his country.

Additionally, these events are an opportunity for the SARIMA/WARIMA project team to meet in person as we

primarily meet virtually.



Figure 10: 2023 SGCI Annual Forum and GRC Africa Regional Meeting, SARIMA/WARIMA project team, Kenya, Mombasa (13-17 November 2023)

Engagements beyond SGCI II

Whilst only 3 countries are targeted in year 1 of the project, wider reach was achieved through SARIMA/WARIMA activities beyond the SGCI activities. Amongst others, the list of activities below can be highlighted:

1. Support on the review of the call

- A. SARIMA extended its support and shared resources to all SGCs that require guidance on submission of proposals on calls released with the SGCI

2. SARIMA courses (virtual): Thanks to the SRIM II programme, these training courses were extended to RIM practitioners in SADC and beyond.

- A. Intellectual Property (IP) Management Basics (14-15 May 2024): Participants included SGCs from Namibia, Zimbabwe, Tanzania and Uganda. All of the SGCs that attended indicated that the training was beneficial in enhancing knowledge in IP.
- B. Navigating Open Science and Industry Collaboration (7-8 August 2024): Participants included SGCs from Ghana, Mozambique, Tanzania and South Africa.
- C. SARIMA Wits Accredited Online courses: Continuing on the support provided in SGCI phase 1, 1 FNI staff member was awarded with a course registration fees grant to complete the Wits Online course:

Introduction to Intellectual Property,
Technology Transfer and Commercialisation

“1. Enhanced Institutional Capability: The knowledge and skills I gained from the course significantly bolster the National Commission on Research, Science, and Technology's capacity to handle IP-related matters. This enhanced capability translates into more effective policy development, better IP management, and stronger support for researchers and innovators within the organization and any collaborative efforts.

2. Support for National Innovation and Economic Growth: By applying the advanced IP management techniques and strategies learned during the course, our institution can better protect and commercialize national research outputs. This supports the country's innovation ecosystem, promotes economic growth, and encourages investment in research and development. Effective IP management is crucial for turning scientific and technological advances into marketable products and services.

3. Regional Leadership and Collaboration: The insights into international IP practices and trends position our institution as a leader in the region. This knowledge enables us to engage more effectively in regional collaborations, share best practices, and contribute to harmonizing IP regulations across neighbouring countries. Strengthening regional IP frameworks can facilitate cross-border innovation and trade, benefiting the broader region.”

- National Commission on Research Science and
Technology (IP Management Basics course)

3. Participation in SARIMA's committees/partner institutions

- SARIMA Committee: Dr Jonas Mondlane, FNI, was part of the Advisory Committee for the 2024 annual SARIMA conference held in Maputo from 3-5 September 2024.
- IPRC Committee: Ms Dirce Madeira, FNI, is the member of the IPRC Committee resulting from a referral from the SGCI RM Team: <https://iprcouncil.com/iprc-members/>. This role provides opportunity to present in international platforms and on advocacy in RMA.



Figure 11: 2024 SARIMA conference, Ms Dirce Madeira sharing her experiences during a panel discussion, Mozambique, Maputo (2-3 September 2024)

4. SARIMA Conference: Networking opportunities:

The SARIMA conference offered an opportunity for the SGCs to connect with each other and create new networks. We were pleased with Angola's participation in the conference which resulted from

connection made by SARIMA during the 2023 SGCI Annual Forum and GRC Africa Regional Meeting held in Kenya on 13-17 November 2023. SGCs present were from: Kenya, Malawi, Mozambique, Namibia, Senegal, South Africa, Tanzania and Zambia.



Figure 12: 2024 SARIMA conference, SGCs networking during Gala dinner, Mozambique, Maputo (2-3 September 2024)

Collaboration with other CTAs

Needs assessment

CTAs were invited to the needs assessment workshop to participate. Association of African Universities(AAU) was particularly included in the programme to present on work previously done within Research Management. The approach for data collection used was open, as a live document was shared where CTAs were welcome to edit and provide inputs as required.

Technical assistance visits

In planning for all visits, CTAs are approached for potential collaboration. After the engagement with RCZ, inputs received on further work to be done on the online grants management system was captured and shared with AAU. Feedback on the online grant management system entailed the following:

- **The system is not compatible with local systems:**
for example, the system easily crashes after power outages and this negatively affects timelines and deliverables.
- **Further work needs to be done:**
 - around the customisation of the system to include issuance of registration permits and improve records management
 - develop a database of current research

During the engagement with FNI, support from Strategic Communications and Knowledge Uptake was highlighted, this feedback will be handed over to other CTAs. SARIMA and AAU coordinated the dates and communication.

Online training

The online training on "Strategic Communications and Knowledge Uptake" was included in the program. Dr. Charles Wendo, representing the CTA responsible for this theme, delivered a module on how to communicate research impact.

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