

UNIVERSITY
of
BOTSWANA

UB DRUSSA Experience and Lessons

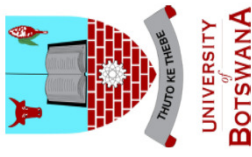
DRUSSA Leadership Conference

24th – 27th April 2016

Violla Hotel, Bagatel Mauratious

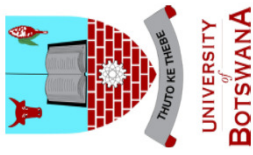
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Office of Research and Development



Research to Inform Nationally & Globally (Botswana)

- National Developments:
 - Food and Energy Production Systems
 - Sustainable Development Paths
 - Etc.
- Aspirations: **VISION 2016**
 - Informed and Innovative Nation
 - Wealthy and Healthy Nation – HIV/AIDS fight
 - Global Climatic & Environmental Changes -
DROUGHTS
- Etc.
- **ALL EYES ON UNIVERSITY RESEARCH!!**



National Frameworks for Research & Innovation

- Draft Botswana Science and Technology Policy 1998
- Public and private sector partnership initiatives
- Botswana National Research Science & Technology Plan (2005) – Competitive research suppliers
- New Botswana International University of Science and Technology (BIUST) approved (2004)
- Botswana Innovation Hub (BIH) (2006)– UB regarded as a partner
- New Tertiary Education Policy (2008) – Knowledge & Innovation for national development
- National Policy on Research, Science, Tech. & Innovation (2011).

Strategic Planning (2000 <)

- University's Vision of becoming centre of excellence in Africa and the world, revised 2008
- University's Mission of advancing the intellectual and human resource capacity of the nation.
 - **National VISION 2016**
- Development and adoption of clear research policy framework (2002-2004)
- Provision for the development of research support and management structures (ORD)
- Articulated need for growing **research quality** in the University
 - Academic Programmes Quality Policy
 - Quality Management Framework for University wide

Research Strategy Goal and objectives

- Institutional goal of research excellence
- Strategic objectives:
 - Increase staff participation in research
 - Increase and enhance student research training
 - Increase research funding
 - Increase international research collaboration
 - Increase volume and quality of research outputs
 - Enhance impact of research
 - Improve integration of research and teaching

Research Priority Areas

- Culture, the arts and society
- Economic diversification and entrepreneurship
- Environmental systems and natural resources management
- Health
- Indigenous knowledge systems
- Minerals, water and energy
- Social and political development

Implementation Plan

- Research management structures
- Enabling research policies
- Faculty Research Plans
- Departmental Research Plan
- Individual Research Plan/Programmes
- Research leadership
- Incentives for research
- Resources and allocation - Research Priority Areas
- Management Framework

‘Engagement’

- Articulated in strategic plan as community engagement
- Creation of knowledge hubs
- Desire to contribute to policy
- Researchers encouraged to have impact
- Public information sharing – open days!
- Book launches
- Workshops, seminars, conferences
- **NO CLEAR PLAN or STRATEGY TO ACHIEVE**
- **MONITORING & EVALUATION ACHIEVEMENT**

Examples of Potential Research Impact

- **Entrepreneurship & Industry Link:**
- IP commercialisation - product & services from research (Fig. 1)
- Enterprising and entrepreneurial trained researchers

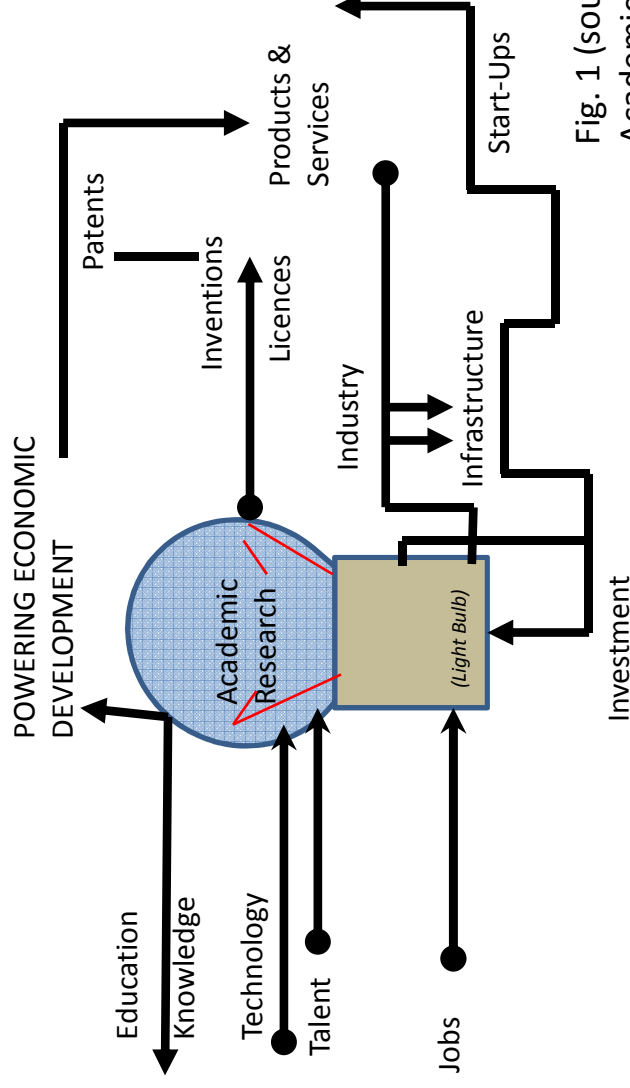
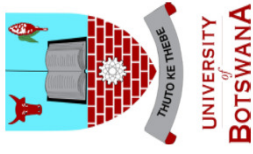


Fig. 1 (source: Modified from Elsevier Academic Executive Brief, 2014)

(Source: Sekhwela, SARIMA, 2014)



International Image.

Evaluation of Research: Performance/Quality Measurements

- Total publications
- Total research expenditure
- Competitive central government funds
- National science academy membership
- External funding
- Postgraduates (PhD) awards
- Postdoctoral appointments
- Citation indices of faculty
- Patents
- Etc.

INTERNATIONAL BENCHMARKS

DRUSSA: Research Uptake

- Outputs: - publications
- Outcomes:
 - Awareness,
 - Diffusion,
 - Uptake
 - Utilisation
- _ Audiences/readership:
 - Diverse and segmented,
 - **Multi-directional**

Uptake Enablers

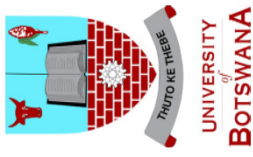
- **Research communication** – share information and make sure understood by potential end user
 - Requires agent and targeted
- **Knowledge translation**
 - Adapting, synthesis or customizing the knowledge to context
- **Stakeholder analysis and involvement at planning of research**
 - Continuous information sharing with progression of research
- ***Not Dissemination*** (spreading or broadcasting as though sowing seeds) - spreading of knowledge or research as done in scientific journals at scientific

DRUSSA: Need Uptake Action Plans

- Strategic level
- Operational level
- Information management
- Organisational Structures
- Human Resources
- Communication
- Stakeholder engagement

Strategic level: Institutional Strengthening

- Benchmarking among 22 universities
 - Surveys
 - Research measures
 - Stakeholder engagement & methods
 - Organisational
 - Resources
 - Good practice
 - LEARNING as respond to surveys
 - Institutional leadership training
 - Human resources development (scholarships)

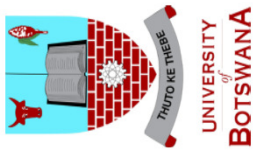


Operational Planning/Streamlining

- Planning of uptake activities
- Key operational structures:
 - Offices of Research
 - Public Affairs
 - Faculty Representatives
 - University wide team
- Institutional Research Uptake Plan
- Communication Strategy
- Stakeholder analysis.

Capacity Building by DRUSSA

- Scholarships
- Short Courses
 - Research evaluation (Institutional Planning, ORD, Public Affairs)
 - Communication (Media Studies Dept., ORD & Public Affairs)
 - Leaders: DVC/Deans
- Backstopping by ACU/DRUSSA
- Networking & Web based resources.



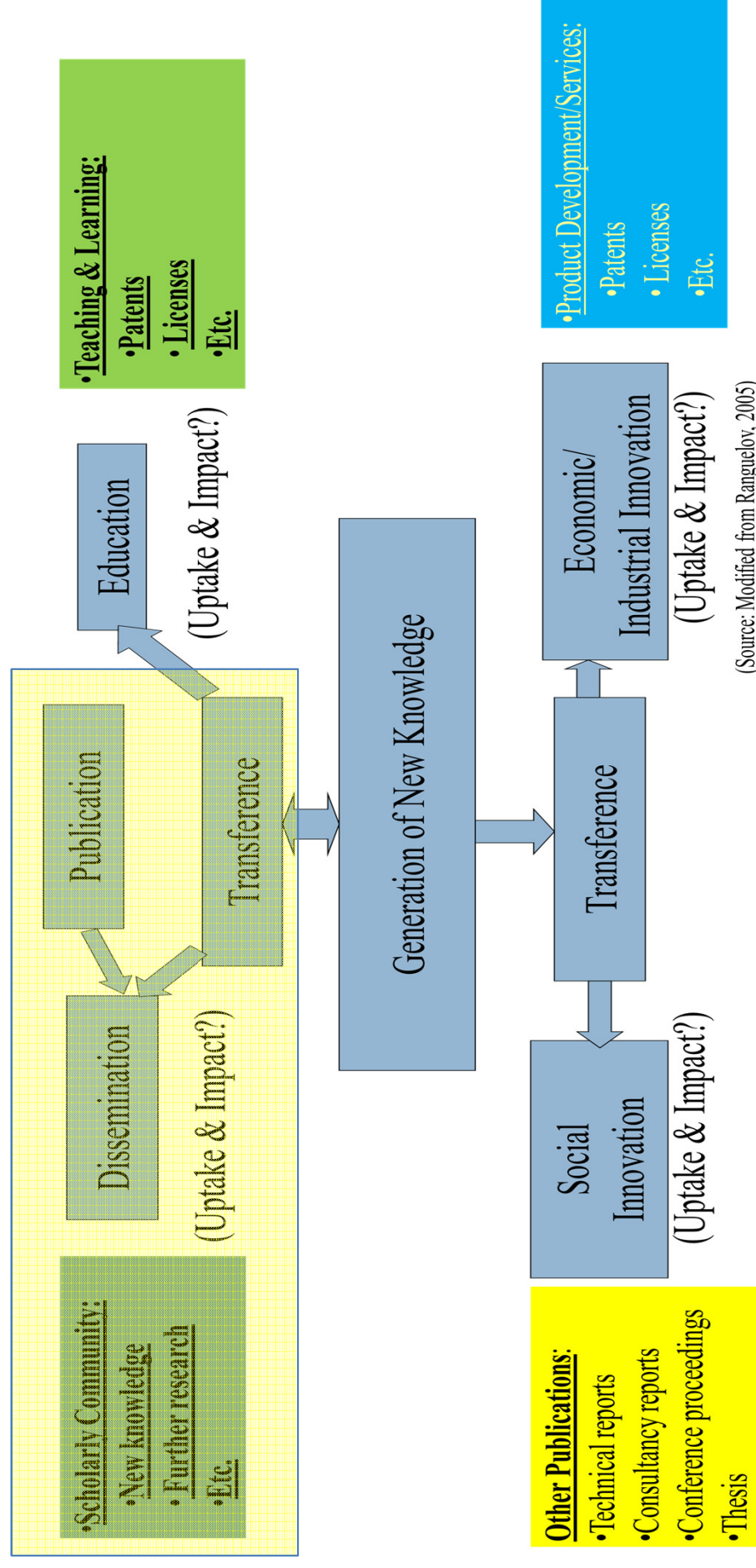
UB Uptake Initiatives

Research Uptake

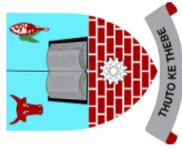
Uptake: Potential End Users

RESEARCH OUTPUTS: DIFFERENT END USERS (DRUSSA)

Fig 2



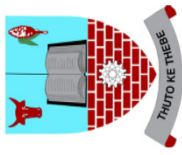
(Source: Modified from Rangelov, 2005)



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Research Proposition

NEEDS ASSESSMENT	RESEARCH PROPOSAL	KNOWLEDGE GENERATION	PROCESS & PACKAGING (Communication)	UPTAKE AND OF USE KNOWLEDGE	TREK	IMPACT	INDICATORS
-Stakeholder involvement -Situational analysis -Type of research -Type of information needed -Suitable Communication	- Knowledge gaps -Potential application	-Study as per needs	-Target Stakeholder matrix -Readily useful form -Synthesised understanding -Breaking down	-Define use -Further knowledge -Adapt	-Type of use	-Literature -Change of behaviour -Policy development -New decisions -Innovation	-Citations



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Research & Innovation Management System (RIMS)

- Research proposals and reviews online
- Research monitoring and outputs reported online

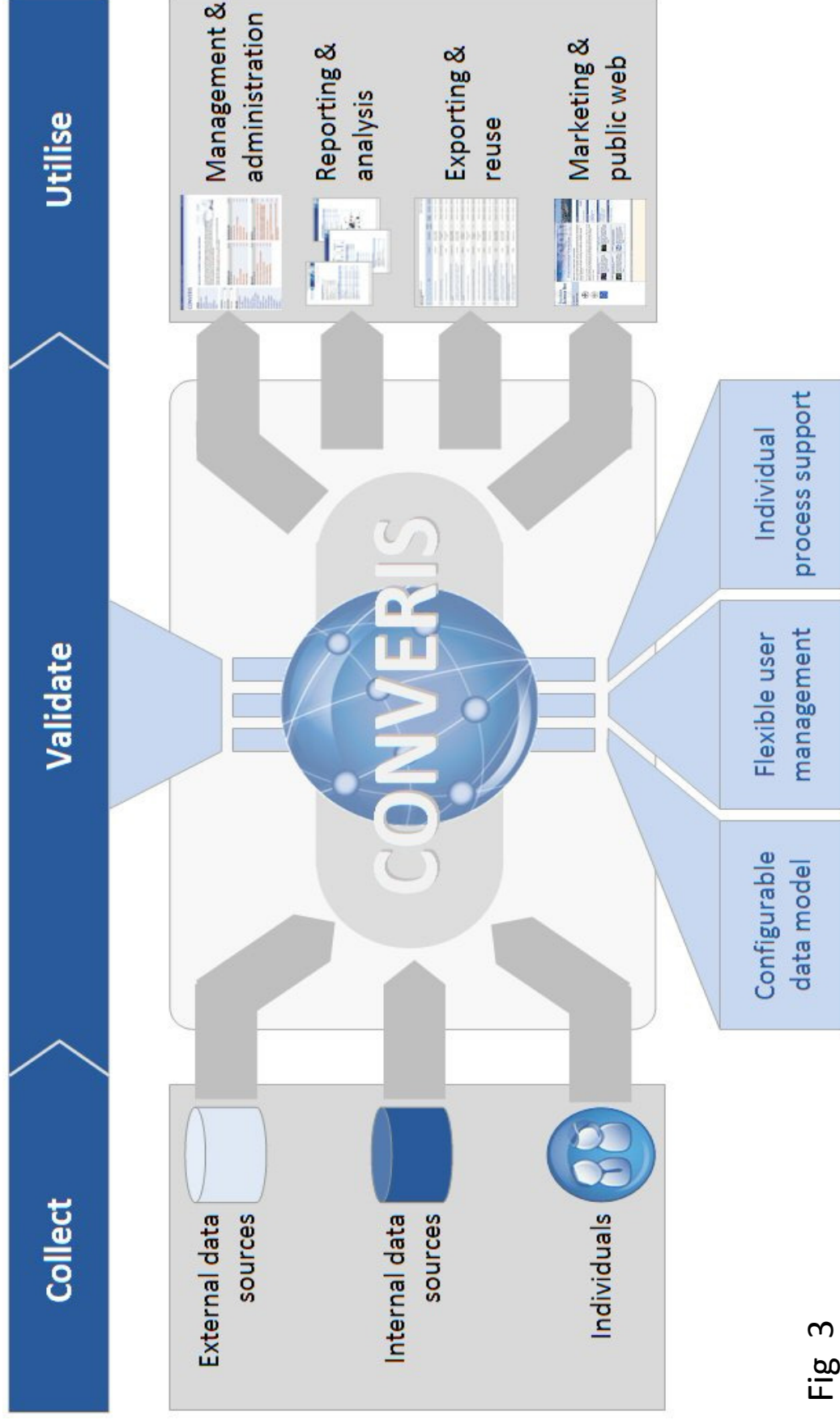


Fig 3

Source: Modified from Sekhwela, 2008

University Archive

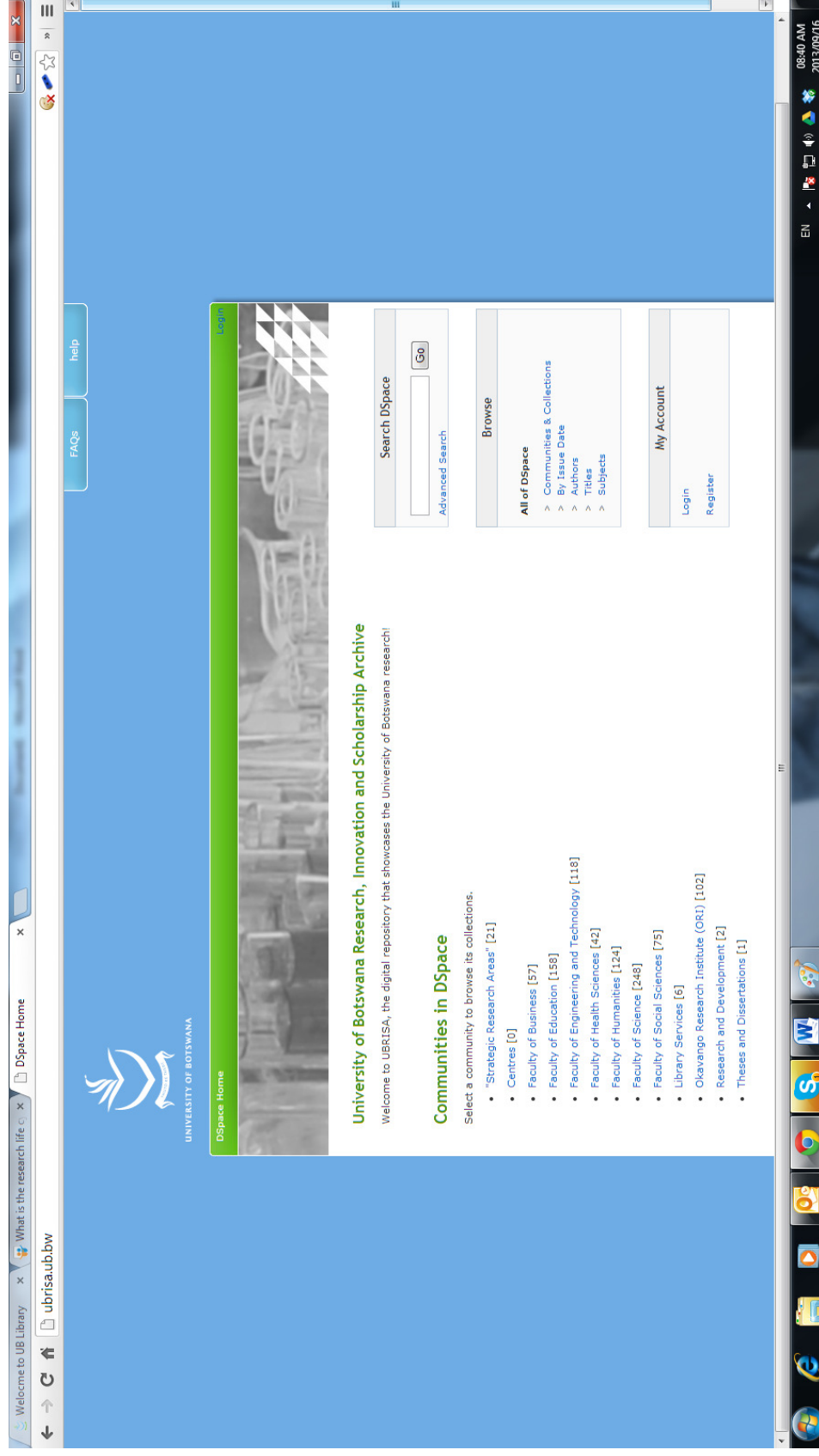
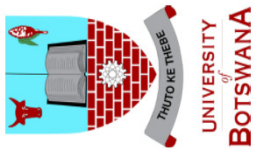


Fig 4



Our Research Past for Lessons

- Review of past research
- Note research with impact
 - Grant research
 - Commissioned research
 - Enabling conditions
 - LESSONS FOR OUR RESEARCH UPTAKE STRATEGY.
- Research Incentives
- Etc.



THANK YOU