



MAKERERE UNIVERSITY



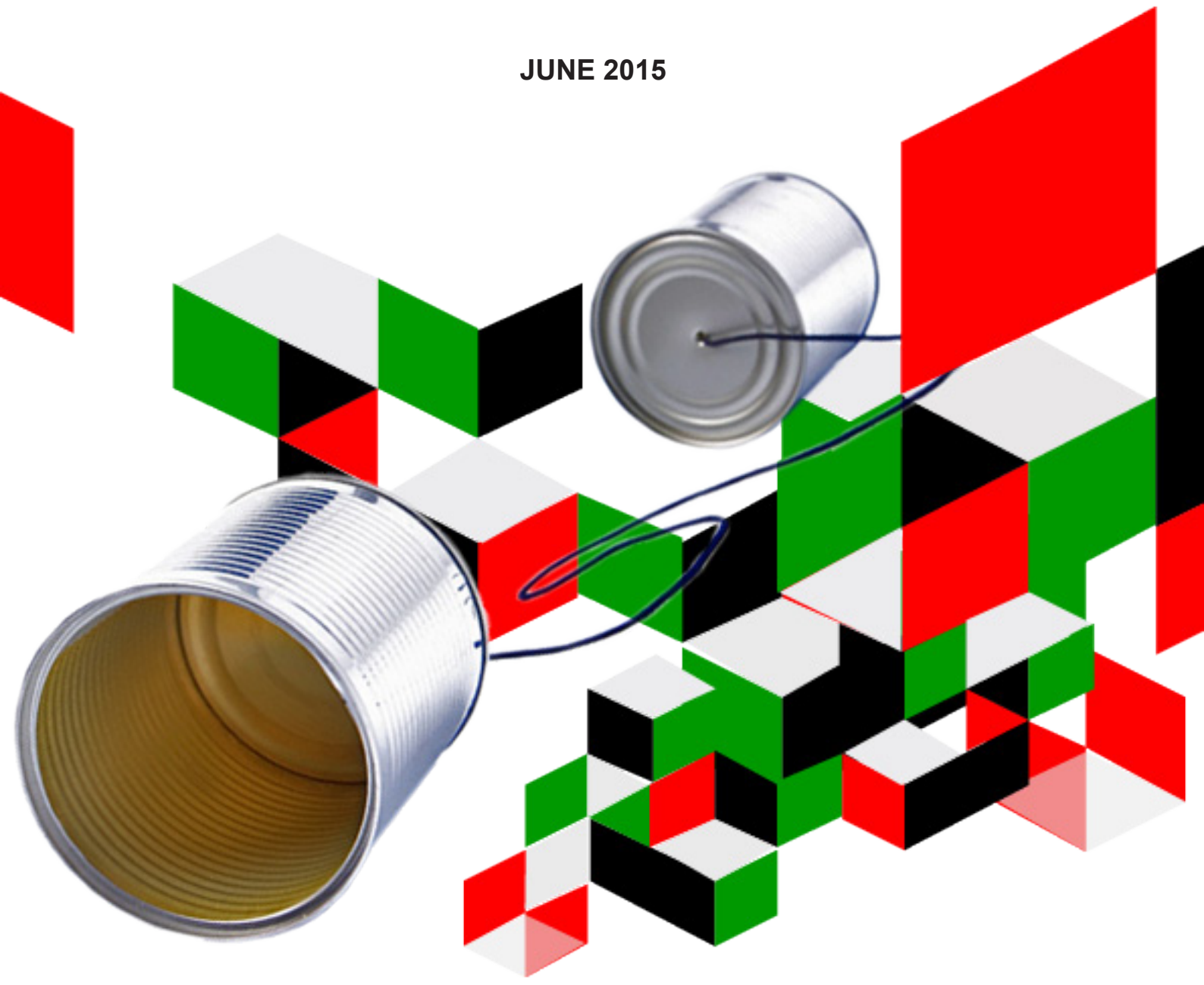
EMBASSY OF SWEDEN

Kampala

# Makerere University Research and Innovations Communication Strategy and Implementation Framework

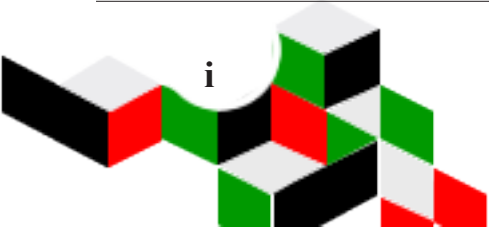
DIRECTORATE OF RESEARCH AND GRADUATE TRAINING

JUNE 2015



# Makerere University Research and Innovations Communication Strategy and Implementation Framework

June 2015



Taking Mak to the World



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## Preface

I am pleased to share with you our impressions of the next transformational phase in our research function. I further remind you that in the past, Ugandan Universities had to contend with their traditional mandate as being institutions for the generation of knowledge, teaching and occasional service to community. The production of knowledge through research and peer communication has now given way to a widened mandate. This requires that knowledge itself is not enough until it is translated into a form of benefit or reward for society.

We are delighted that Makerere University is implementing the 10-year Strategic Plan 2008/9-2018/19 with a vision “To be a leading institution for academic excellence and innovations in Africa”. The vision will be achieved through “providing innovative teaching & learning, research and services responsive to national and global needs”. Research output in science and technology alone is not enough. The days of limiting our work to peer level communication through journal communication only is over. Scientific journal publication is the first step to authenticate the work. But moving beyond that level is now a requirement for all academia if society is to appreciate value for money being expended on them.



*Professor Buyinza Mukadasi*

The Directorate of Research has designed this strategy to support the realisation of the goal of the Makerere University Research and Innovations Policy (2008) and University’s Research Agenda (2013-2018) through leveraging the involvement of the University in the Development Research Uptake programme. The overarching aim is to strengthen the research capacity and output, and increase the contribution of Makerere to the world of knowledge and innovation. This can only happen with increased capacity for knowledge transformation and innovation and dissemination to be achieved through developing a research dissemination strategy; promoting commercialisation of innovations; exploiting intellectual property and enhancing networks with teaching, research and cultural institutions.

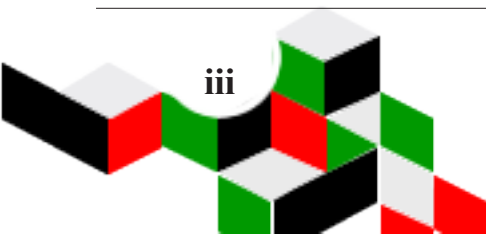
As we launch this communication strategy, we are mindful that the ultimate benefit of research lies not only in the generation of new knowledge but also in its uptake through the translation of knowledge into technologies, interventions and strategies effectively and appropriately delivered to the end-users. In order to reach this objective, we intend to pursue the entire research process within the context of contemporary knowledge, good ethics, effective policy, adequate resources and international cooperation.

In achieving the aims of this Strategy, the Directorate is committed to working closely with national and international organizations that support and monitor research activities. I therefore encourage the Makerere research Community to always choose the best channel of communicating research outputs to the target audience. The Department of Journalism and Communication offered the technical guidance during the development of this RICS. We recognize the professional input received from Dr. William Tayebwa (Head of Department and Team Leader), Mrs. Marjorie Kyomuhendo Niyetegeka (Assistant Lecturer), Mr. Fred Kakooza (Assistant Lecturer) and Mr. Ivan Lukanda (Assistant Lecturer).

This Research Innovations and Communication Strategy was funded by the Swedish government through the bilateral research cooperation agreement with the Government of Uganda. Makerere University is grateful to Sida for the financial support.

**As we Build for the Future**

**Professor Buyinza Mukadasi, Director, Directorate of Research and Graduate Training-DRGT  
MAKERERE UNIVERSITY**



## *Executive Summary*

This Makerere University Research and Innovation Communication Strategy (RICS) responds to the challenges and opportunities of disseminating the vast research and innovation outputs produced by the University community. It explores how the University, through the Directorate of Research and Graduate Training (DRGT), will use the most appropriate and effective communication mechanisms to achieve its core objectives of disseminating the many research outputs and innovations to its internal and external publics.

This RICS is an essential part of managing, coordinating and disseminating the vast research and innovation outputs produced by Makerere University staff. It identifies the various opportunities and challenges in managing, coordinating and disseminating research and innovation outputs and provides an enabling environment in which to implement the University's research agenda.

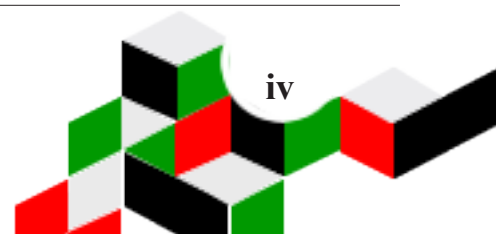
The RICS is the result of a consultative process with different actors and stakeholders at Makerere University comprising researchers, College Deputy Principals in-charge of research, academics (researchers and innovators), communication officers and representatives from the DRGT. Information was also obtained through document review, situational visits, in-depth interviews with key actors within the University as well as a stakeholders workshop.

This RICS identifies and proposes the effective communicators of Makerere University's research and innovation outputs as: University Management (Office of the Vice Chancellor), Principals and Deputy Principals, Directorate of Research and Graduate Training, Communication Officers and then the Researchers and Innovators themselves.

It also outlines which are the most ideal channels and formats of communication, which include: Public Forums, Academic Journal Articles and Published Books, Traditional Print and Broadcast Mass Media, Social and New Media Technologies, Public Communications including media appearances/press briefings, and Performing Arts.

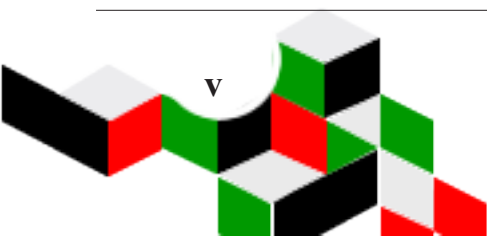
This RICS draws input from several university policies, which include: the 'Research and Innovations Policy 2008' as well as the 'University Research Agenda 2013-2018'; the 'ICT Policy and Master Plan 2010-2014'; and especially the 'Communications Policy 2013' among others.

An implementation framework is provided, which outlines the key outputs and measurable outcomes of the RICS is provided; while an indicative budget is proposed for the implementation of the various activities over a five-year period (2014-2019).



**Table 1: Abbreviations**

CAES	College of Agriculture and Environmental Sciences
CBS	Central Broadcasting Service (Radio Buganda)
CEES	College of Education and External Studies
CHS	College of Health Sciences
CHUSS	College of Humanities and Social Sciences
CONAS	College of Natural Sciences
COVAB	College of Veterinary Medicine, Animal Resources & Bio-security
CWUR	Centre for World University Rankings
DICTS/COCIS	Directorate of Information and Communication Technology Services / College of Computing and Information Sciences
DRGT	Directorate of Research and Graduate Training
DVC (AA)	Deputy Vice Chancellor in charge of Academic Affairs
DVC (FA)	Deputy Vice Chancellor in charge of Finance and Administration
Ibid.	Ibidem (in the same place as cited above)
ICT	Information and Communication Technology
IPM	Intellectual Property Management
MAK	Makerere University
MoFPED	Ministry of Finance, Planning and Economic Development
MUC	Makerere University Council
NTV	Nation Television
op.cit.	opere citato (in the same work cited earlier/above)
QAD	Quality Assurance Department
RICS	Research and Innovations Communication Strategy
SWOT	Strength, Weaknesses, Opportunities and Threats
UBC	Uganda Broadcasting Service
UNCST	Uganda National Council of Science and Technology
VC	Vice Chancellor
WBS	Wavah Broadcasting Service



## Part One: Background

Makerere University (MAK) is Uganda's largest and oldest University dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. MAK is internationally ranked as Uganda's leading university that has made and continues to make significant contributions to the nation's research, innovation and education sectors.

Makerere University's stated vision is "to be the leading institution for academic excellence and innovation in Africa"; while her stated mission is to provide "innovative teaching, learning, research and services responsive to national and global needs" (MAK, 2008).

Besides providing an excellent environment for 'teaching and learning', the second stated core function of the university under the Strategic Plan 2008/09-2018/19 is to enhance 'research and innovations'. The Strategic Plan states:

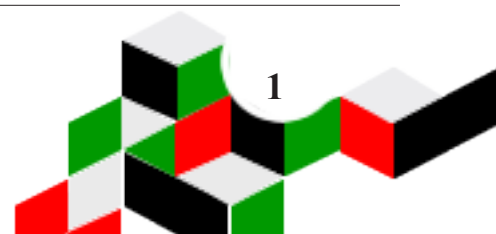
Research is the mechanism through which universities become locus of scientific discoveries that drive national economies forward. Research is therefore a pillar of both institutional and national development... Capacity for knowledge production, innovations and effective utilization are now recognized to be key sources for growth and competitive global economy. Creating the environment and capacity for knowledge generation, innovations and utilization will be the drivers in re-positioning Makerere University as a research-led University (MAK, 2008, p. 17).

As such, the University has outlined her research and innovations agenda through a detailed 'Research and Innovations Policy', as well as a 'Research Manual' (MAK, 2015; DRGT, 2012), which are both anchored in Uganda's National Development Plan (MoFPED, 2010). The university's research agenda encompasses three interlinked but distinct aspects namely; knowledge generation, dissemination of research findings and capacity for utilization of these findings to address societal needs and improve livelihoods.

Against this background, the Directorate of Research and Graduate Training (DRGT) at Makerere University embarked on the formulation of this research and innovations communication strategy (RICS) that will harness the intersection between generation, dissemination and utilization of research findings. The RICS will serve as a framework for planning, managing and coordinating communication of research and innovations by the university.

### Situation Analysis

Makerere University recognizes research as a pillar of both institutional and national development. Emphasis on research is also based on the realization that capacity for knowledge production, innovation and effective utilization are now recognized as key sources for growth and competitiveness in the globalized economy. Creating the environment and capacity for knowledge generation, innovation and utilization are drivers in repositioning Makerere University as a research led-University (MAK, 2008).



The University has a research agenda to operationalise the research thrust and guide investment in research and innovation. The agenda takes cognizance of the national development framework; the policy on science, technology and innovation of the Uganda National Council of Science and Technology (UNCST) as well as global and regional development frameworks (DRGT, 2012). The areas of focus include Health and Health Systems; Agricultural (Crop & Livestock) Transformation, Food Security and Livelihoods; Natural Resources Governance and Climate Change; Education and Education Systems; Governance, Culture, Social Justice and Sustainable Development; as well as Science and Technology. The cross-cutting areas include Biotechnology, Knowledge Translation, Gender and Human Resource Development (DRGT, 2012, pp.13-14; Nabanoga & Nasinyama, 2013, pp.6-8).

To enhance research and innovation outputs, academic staff are required to devote at least 20% of staff time to research (MUC, 2008, p.8). The focus on research has seen Makerere University's research ranking improve from 12<sup>th</sup> in 2011 (and 1563<sup>rd</sup> in the world) to 9<sup>th</sup> in Africa in 2012 (and 1552<sup>nd</sup> in the world) to 7<sup>th</sup> in Africa in 2014 (and 891<sup>st</sup> in the world) according to the Centre for World University Rankings (CWUR) 2014.

Other significant research performance indicators are a growing number of publications from funded research; more staff trained in research management and scholarly writing; increased number of staff that win research grants; more staff attending and presenting their research outputs at conferences and more innovation introduced and produced by researchers at the University (DRGT, 2012).

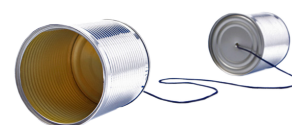
Whereas the University has created an environment to enhance a variety of research initiatives, she continues to face several challenges in disseminating her research and innovation outputs. Notable among these are identified in Table 2 from a SWOT analysis as identified by the different stakeholders and actors interviewed.

## The Policy Environment

The University has in place several policies to facilitate an environment for research and innovations. These policies include: the 'postdoctoral positions policy', the 'Intellectual Property Management (IPM) Policy', the 'Research and Innovations Policy 2008', as well as the 'University Research Agenda 2013-2018' (MUC, 2007). While these policies spell out the University's research and innovations priorities as well as how to protect what the university produces, the mechanisms of how to ensure the research and innovations are disseminated to the University's many publics are not articulated.

However, the University's 'Research Manual' developed by the Directorate of Research and Graduate Training (DRGT) provides for dissemination mechanisms of research and innovation outputs. The Manual states that:

Dissemination of research findings is part of accountability that contributes to individual scholarly growth and the University's image. Guidance is provided for the following activities: authorship and documentation of findings; delivery of research findings and distribution; preservation and conservation; access to research information; and publication of scholarly material (DGRT, 2012, p.73).





It ought to be pointed out, however, that the dissemination mechanisms identified by the DRGT in the manual are the mainstream scholarly ones such as publishing through books and journals; and not any other channels such as through the mass media, which avenues this RICS proposes to widen.

In addition to ‘research policies’, the University also has those geared towards the effective deployment of Information and Communication Technologies (ICTs) to facilitate her many functions, including research. These policies include: the ‘ICT Policy and Master Plan 2010-2014’, the ‘Acceptable Use of ICT Resources Policy’, the ‘Physical ICT Security Policy’, the ‘Data Security Policy’, the ‘Web Content Publishing Policy’, and the ‘Disposal of ICT Equipment and Electronic Waste Management Policy’ (MUC, 2010). An examination of all these policies, however, reveals that the focus is on the use of ICTs for the management functions of the University, but hardly on how best they can be deployed by the University as tools for the effective and efficient dissemination of research and innovation outputs to the various publics. This RICS lays out the mechanisms of using ICTs to disseminate the University’s research and innovation outputs.

Specific to the communication functions, the University also has several information and communication related instruments classified as ‘information management policies’. Several policies in this cluster are pending approval by the University Council, with the exception being the ‘Communications Policy, 2013’. The pending ones as of June 2015 include the ‘Records Management Procedures’ policy, the ‘Record Keeping Policy’, the ‘Mass Mail Policy’, the ‘Disaster Recovery Policy’, and the ‘Accessible Information Policy and Procedures’ (MUC, 2012). While each of the pending policies has a specific objective, the overall goal is to improve interpersonal and group communication within the University community as well as the sharing of information within and outside the university.

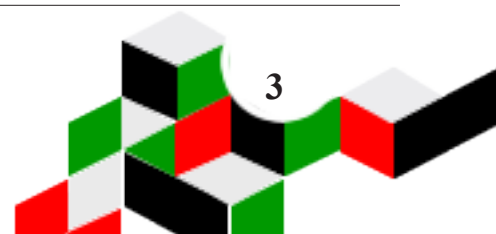
Of more relevance to this RICS is the ‘Communications Policy, 2013’, which in its preamble emphasizes that “Makerere University is answerable to a multiplicity of internal stakeholders viz faculty, staff and students; and different external publics, including, but not limited to the government, the tax-payers, the employers of University graduates, the guardians and development partners” (MUC, 2013, p.4).

The stated purpose of the MAK Communications Policy is:

To provide guidelines for the timely, effective and appropriate flow of information within Makerere University, and between the University and other (external) stakeholders. The aim is to assist University faculty, staff and students in fulfilling the educational, research, and community-outreach goals of the University (MUC, op.cit.p.6).

The stated objectives of the policy are also worth stating:

(a) To streamline the flow of information within the University, with a view to promoting the educational, research and innovations, information sharing and networking activities of the University faculty, staff and students. (b) To streamline the flow of information between the University and other



(external) stakeholders in Government, the knowledge industry, the wider society, the labour market, and donor circles. (c) To provide guidance for effective and responsible electronic, print and verbal communication. (d) To provide a framework for integrated and consistent marketing and branding programmes aimed at enhancing the university's brand identity. (e) To establish a mechanism for communication in times of crisis (Ibid.).

Of concern in the context of this RICS, however, is Clause 8, which states that: "All communication shall be delivered in a regular and timely manner and internal communication shall precede the external communication" (Ibid.). For this RICS, the dissemination of research and innovation outputs receives equal emphasis for both the University's internal and external publics.

The RICS, however, is in accord with the Communications Policy with regard to the identified University's internal communication channels in Clause 10, which are:

(a) Face to face communication; (b) Formal letters; (c) Emails; (d) Makerere website and Intranet; (e) Minutes of Meetings; (f) Circulars and Memos; (g) Notice boards; (h) Mailing lists; (i) Newsletters; (j) Social media (Facebook, Twitter, YouTube, Skype among others); (k) Flyers, Posters, Events, Exhibitions and Presentations; (l) Academic publications; (m) Open-days; and, (n) Any other channel that may be identified by the respective units in conformity with this policy (MUC, op.cit. p.8).

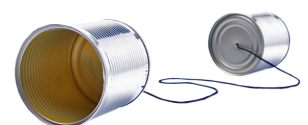
With respect to the mandate of this RICS, Clause 17 of the Communications Policy remains relevant. It states that:

The Office of the Deputy Vice Chancellor (Academic Affairs) shall in consultation with the Director of Research and Graduate Training and other relevant Units be responsible for the development of institutional mechanisms to disseminate research and innovations, communicating the research agenda and research policy framework to internal and external stakeholders (MUC, op.cit. p.11).

## Rationale

While Makerere University has been true to her vision and mission by producing outstanding research and innovative outputs, most of them do not attain the deserved national and international reach and impact. From a review of the policies above, and despite a stated "outreach" plan, the University lacks a formulated strategy on how to deploy the various media and communication tools to disseminate the vast research and innovation outputs to the national and international community (MAK, 2015).

Over the last decade, there has been a surge in research outputs and innovations at Makerere University. This is demonstrated in the increasing number of grants won both by individuals and research teams; the number of research collaborations with leading research universities worldwide evident from the increasing number of Memoranda of Understanding (MoUs) and research agreements entered into with Makerere University



(Greenberg & Versluis, 2005). The University continues to register successes in mobilizing research funds from development partners to support the execution of her institutional development agenda. The support has come from different development partners such as Carnegie Corporation of New York, Swedish International Development Agency (Sida), Norwegian Agency for International Development (NORAD), Norwegian Government, Rockefeller Foundation/World Bank, Melinda & Gates Foundation, Pfizer Foundation only to name but just a few (DRGT, 2012, pp.7-12). The support has targeted research and capacity building university-wide in the humanities and social sciences, the science-based disciplines, as well as the Library, ICT, Gender Mainstreaming Department and Quality Assurance Division as key crosscutting themes in all University functions.

However, the systematic dissemination of Makerere University research and innovation outputs and impacts in general to various stakeholders needs further strengthening. Research rarely impacts development routinely, but rather “needs to be planned, implemented, communicated, adapted and made accessible for different contexts to ensure that it is relevant to people’s needs; whether they are policy makers, practitioners, private sector actors or community members”(Shaxson, 2010, p.8).

As a whole, this RICS is also conceived in light of Clauses 17 and 19 of the Communications Policy, which both provide for “institutional mechanisms to disseminate research and innovations” as well as an “implementation strategy” for the university’s communication functions.

## **Research Methodology**

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This RICS is the result of a consultative process with different actors and stakeholders at Makerere University comprising researchers, College Deputy Principals in-charge of research and academics, communication officers and representatives from the DRGT. Information was also obtained through document review, situational visits and in-depth interviews with key actors within the University.

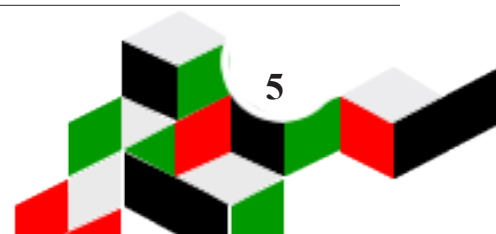
The respondents contributed in the formulation of a SWOT analysis (Table 2) as well as a stakeholder analysis in which the University’s key stakeholders were identified (Table 3 and Table 4). These findings fed into the communications audit in which the communication functions and mechanisms of the University’s respective research units were assessed using the SWOT analysis (Table 2 and Table 4).

The findings from the document reviews and interviews were triangulated through focus group discussions with communication officers, invited university researchers, staff and students as well as purposively selected private and public institutions within the research and innovations sectors. The output from all the processes feed into an implementation as well as a Monitoring and Evaluation framework.

## **Goal**

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To institutionalize a coherent approach to communicate Makerere University’s research and innovation outputs so as to increase their relevance and uptake by various end-users.



## Objectives

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1. To provide a framework for managing the communication function in disseminating the University's research and innovation outputs.
2. To strengthen the generation and dissemination of research and innovation outputs amongst the University's key stakeholders.
3. To identify and continuously engage the internal and external publics<sup>1</sup> of the University that use her research and innovation outputs.
4. To identify and streamline appropriate channels and formats through which research and innovation outputs can be easily disseminated and accessed.
5. To harmonize communication on the University's research and innovation output across all units
6. To raise awareness about the research and innovation outputs of Makerere University.
7. To continuously sensitize Makerere University's internal and external publics about the research and innovations of the University.
8. To create a feedback mechanism from its internal and external publics about the University's research and innovation outputs.

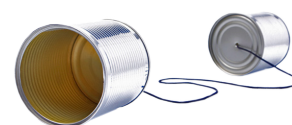
## Outcomes

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- 1) Greater stakeholder awareness of research and innovation outputs from Makerere University.
- 2) A culture of information-sharing of research and innovation outputs amongst the University's internal and external publics.
- 3) Information on research and innovation outputs is packaged and disseminated in accessible and user-friendly formats.
- 4) Improved coordination and management of research and innovations by the University.
- 5) Raised global profile and ranking of the University and her researchers.
- 6) Research and innovation outputs influencing the development agenda through policy formulation, programming and implementation at national and international levels.
- 7) Greater capacity for knowledge exchange and sharing among a wide range of stakeholders.
- 8) Existing partnerships strengthened and new ones cultivated.

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<sup>1</sup> *Publics refer to the different types of audiences the University deals with. They are broadly categorized as internal and external publics. Internal publics are those audiences within the University that are closely related with its functioning. e.g. staff, students and management. External publics are people and institutions that are doing business with or benefit from the existence of the University. E.g. community, mass media, government institutions, the general public among others.*



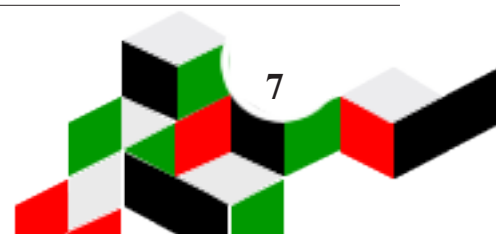
## State of Communication at Makerere University

The University's communication functions are coordinated and foreseen by a functional Public Relations Office under the Office of the Vice Chancellor, which also coordinates College Communication Officers. As noted above, the University has several policy instruments relating to communication and information sharing, notably the Communications Policy 2013 that spells out mechanisms for university staff to communicate to internal and external publics. The implementation strategy as stipulated in Clause 19 of the Policy remains work in progress.

In the overall scheme of disseminating research and innovation outputs, the University has several opportunities, but there are also challenges as an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the RICS regime in Table 2 shows.

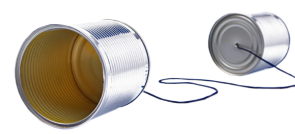
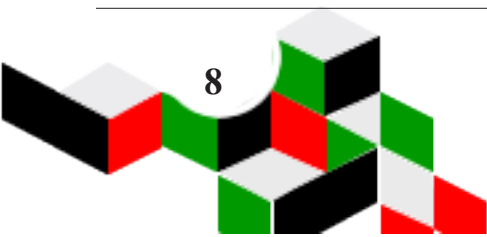
**Table 2: SWOT Analysis of a RICS Regime**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) The University's vision and mission statements prioritize dissemination of research and innovation outputs.</li> <li>b) The University's renowned brand continues to attract funding for research and innovation.</li> <li>c) Availability of research dissemination infrastructure supported by DICTS and Makerere University Library.</li> <li>d) Increase in ongoing research by staff and students at Makerere University.</li> <li>e) Increase in number of staff undertaking training and skills enhancement in research management.</li> <li>f) Presence of a research management structure within the Directorate of Research and Graduate Training (DRGT) that provides a basis to formulate coherent institutional strategies and policies for research.</li> </ul>	<ul style="list-style-type: none"> <li>a) Lack of a university-wide research communication strategy and plan to guide the dissemination of research and innovation outputs to the relevant stakeholders and end-users.</li> <li>b) The DRGT has no Communications Officer to support dissemination activities.</li> <li>c) The DGRT and College websites are not optimized in research dissemination functions.</li> <li>d) Inadequate awareness of research and innovation outputs by the University's internal and external publics.</li> <li>e) Apathy by some researchers who do not feel obliged to share their research and innovation outputs. Some researchers do not wish to associate their research achievements with the University but rather as individuals.</li> <li>f) Inadequate coordination in research and innovation dissemination activities by the DRGT.</li> <li>g) Dissemination occurs at various levels in the University. Sometimes Colleges have competing dissemination activities; hence, some activities go unnoticed.</li> <li>h) Research dissemination activities are usually organized by individual researchers rather than at institutional level hence leading to competing events.</li> <li>i) Lack of adequate funds for research dissemination and communication activities.</li> </ul>



	<ul style="list-style-type: none"> <li>j) Low/non-utilization of College Communication Officers in the dissemination of research and innovation outputs.</li> <li>k) Inconsistence in dissemination activities. The University at one time held regular media dialogues and dissemination conferences but not anymore.</li> <li>l) Some research outputs have not been disseminated because they are controversial; they tackle sensitive areas or topics (sexuality) and hence are subjected to prejudice, ignorance and misconceptions.</li> <li>m) Low proportion of females disseminating research and innovation outputs.</li> <li>n) Lack of coordination between researchers and policy makers to align research and innovation outputs to the national development agenda.</li> <li>o) Poor distribution of research grants to staff, especially those in the Humanities.</li> <li>p) Lack of adequate feedback mechanisms from both internal and external publics to the researchers and innovators.</li> <li>q) Low awareness of the benefits associated with intellectual property rights, copyrights and trademarks.</li> <li>r) Inadequate skills by researchers to package and disseminate scientific findings.</li> <li>s) Communication of outputs/innovations is not incorporated into the research process.</li> </ul>
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Opportunities	Threats
<ul style="list-style-type: none"> <li>a) Possibility to allocate or reallocate resources for consistent research dissemination.</li> <li>b) Digital technologies to support a broader range of research dissemination activities.</li> <li>c) Availability of varied communication formats and channels to disseminate research and innovation outputs.</li> <li>d) Enhanced research funding opportunities.</li> <li>e) Increased research partnerships.</li> <li>f) Growing confidence of government and international agencies that the university's research and innovation outputs have an enhanced role to play in development strategies.</li> </ul>	<ul style="list-style-type: none"> <li>a) Academics engrossed in teaching due to a very heavy load.</li> <li>b) Academics engaged in external work (mainly consultancies) thus limited time for research.</li> <li>c) Inadequate funds for staff development and research activities.</li> <li>d) Limited funding for research dissemination activities.</li> </ul>



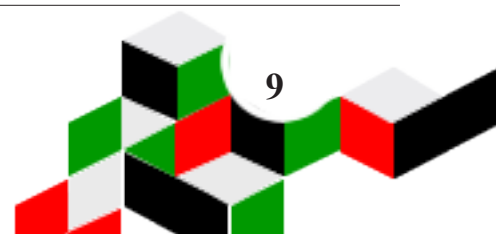
<p>h) Availability of a suitable research and innovations policy and agenda.</p> <p>i) Availability of a pool of professional communication officers.</p> <p>k) A supportive institutional framework under the DRGT.</p>	<p>e) Failure to hire a dedicated Communication Officer at the DRGT in-charge of coordinating the dissemination of research and innovation outputs.</p> <p>f) Undervaluing academic research, especially in the humanities, by key opinion leaders within and outside the University.</p> <p>g) Inadequate institutional and government will to protect the university's intellectual property rights.</p>
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Based on the above stated SWOT analysis, there is an opportunity for the University to use information and communication mechanisms to tackle the abovementioned weaknesses and threats. The communication strategy focuses on creating awareness, disseminating information, managing communications with stakeholders and end-users, as well as nurturing the knowledge, attitudes, and practices (KAPs) necessary for research uptake to thrive.

### Internal and External Publics and their Roles

Makerere University has a wide range of publics both internal and external, for which her research and innovation outputs are important. These include:

- *Academic and administrative staff* involved in conducting research, networking with other researchers and utilizing research and innovation outputs;
- *Graduate and undergraduate students* involved in conducting research and utilizing research and innovation outputs;
- *Development partners* including agencies that provide financial and technical support to the University's research activities;
- *Government* responsible for legislation, policymaking, financing, implementation, regulation and enforcement to research and innovation-related initiatives;
- *Research and training institutions* such as universities, research entities and tertiary organizations that network with researchers and utilize research and innovation outputs;
- *The media* provides publicity and increases access to research and innovation outputs among a wide audience;
- *Private sector*, which includes business entities, associations and commercial establishments, interested in using Makerere's research and innovation outputs;
- *General public* nationally, regionally and internationally; but most especially individuals and institutions interested in using Makerere's research and innovation outputs;



- *Communities* as participants and beneficiaries of knowledge transfer partnerships.

The success of the communication strategy will depend on the use of tools and tactics targeting the different publics. Each of these publics has varying responsibilities and opportunities in the communication process, which must be utilized.

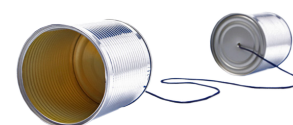
## Part Two: The Communication Strategy

### Implementation of the Research and Innovation Communication Strategy

Planned and Strategic Communication calls for a focus on who should communicate on which issues in order to raise communicator credibility and efficacy of messages. Without infringing on Constitutional provisions on freedom of expression, the RICS hereby highlights the key persons in the various University institutions that ought to engage with the public on the University's research and innovation outputs through the various communication channels, particularly the mass media.

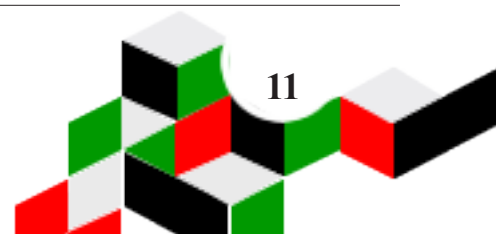
**Table 3: Effective Communicators of the Strategy**

Key Communicators		
1.	University Council	<ol style="list-style-type: none"> <li>1. Develop institutional policies that enable the university to generate and disseminate the full range of its research and innovation outputs.</li> <li>2. Provide funds for university-wide research and dissemination activities.</li> <li>3. Ensure continuous investment in technological infrastructure to support research dissemination.</li> <li>4. Ensure implementation of the university research agenda</li> </ol>
	University Chancellor	<ol style="list-style-type: none"> <li>1. Act as the key ambassador of the University and support the communication functions of the University Council as well as those of the Vice Chancellor.</li> </ol>
	Vice Chancellor	<ol style="list-style-type: none"> <li>1. Spearhead the branding of Makerere's research and innovation outputs.</li> <li>2. Enforce institutional policies that enable the university to generate and disseminate the full range of its research and innovation outputs.</li> <li>3. Foster a spirit of information sharing among researchers and innovators at the University.</li> <li>4. Seek opportunities to invest in shared dissemination infrastructure with other institutions.</li> <li>5. Ensure implementation of the university research agenda</li> <li>6. Attracting research funding</li> </ol>





	Deputy Vice Chancellor Academic Affairs	<ol style="list-style-type: none"> <li>1. Ensure implementation of the university research agenda.</li> <li>2. Enforce institutional policies that enable the university to generate and disseminate the full range of its research and innovation outputs.</li> <li>3. Foster a spirit of information sharing among researchers and innovators at the University.</li> <li>4. Seek opportunities to invest in shared dissemination infrastructure with other institutions.</li> <li>5. Attract research funding from different stakeholders.</li> </ol>
	Deputy Vice Chancellor Finance and Administration	Budget allocation to facilitate research and research dissemination activities.
2	Principals, Deputy Principals, Deans, Heads of Units	<ol style="list-style-type: none"> <li>1. Ensure implementation of the university research agenda.</li> <li>2. Overseeing communication activities of the college research officers and web administrators.</li> <li>3. Attracting research funding through College Grants Offices.</li> <li>4. Coordinate dissemination of college/school/department research and innovation outputs.</li> <li>5. Foster a spirit of information sharing among researchers and innovators at the University.</li> <li>6. Budget allocation for unit's research dissemination activities through the office of the Principal.</li> </ol>
3	Directorate of Research and Graduate Training	<ol style="list-style-type: none"> <li>1. Ensure enforcement of the University's research agenda.</li> <li>2. Emphasise the generation of research and innovations.</li> <li>3. Spearhead the branding of Makerere's research and innovation outputs in liaison with the University Brand and Marketing manager.</li> <li>4. Coordinate university-wide communication activities on research and innovation outputs.</li> <li>5. Liaise with College/Unit Communication Officers to identify and promote dissemination of research and innovation outputs through various communication channels.</li> <li>6. Conduct bimonthly media briefings where respective units publicise their research and innovation outputs.</li> <li>7. Maintain a database of the University's research and innovation outputs in liaison with the University Librarian , DICTS and College Communication Officers.</li> <li>8. Promote use of institutional repositories in liaison with the University Library.</li> <li>9. Share timely information on upcoming dissemination activities.</li> <li>10. Foster a spirit of information sharing among researchers and innovators at the University.</li> <li>11. Organize research dissemination events.</li> <li>12. Regularly monitor and evaluate the performance of the RICS.</li> </ol>



4	Public Realtions Office and College Communication Officers	<ol style="list-style-type: none"> <li>1. Share information on current research and innovation outputs from Colleges with DGRT and other stakeholders.</li> <li>2. Maintain a database of the research and innovation outputs at their respective units.</li> <li>3. Organize and support research dissemination activities at their respective units.</li> <li>4. Participate in organizing university-wide research dissemination activities.</li> <li>5. Foster positive media relations.</li> <li>6. Where applicable, these responsibilities will be executed in liaison with Project Officers and KTP Coordinators</li> </ol>
5	Researchers and Innovators	<ol style="list-style-type: none"> <li>1. Ensure timely dissemination of research and innovation outputs.</li> <li>2. Identify suitable channels and formats in which to disseminate their research and innovation outputs (in liaison with College Communication Officers). Disseminate their research and innovations outputs to the University repositories (Main Library and College repositories).</li> <li>3. Adopt non-traditional dissemination channels to increase accessibility to their research and innovation outputs.</li> </ol>
	University Library	Maintain an up-to-date database of the university's research and innovations in the institutional repository.
	DICTS and College Web Administrators	<ol style="list-style-type: none"> <li>1. Oversee the functioning of the University and College websites respectively.</li> <li>2. Ensure an updated research and innovations outputs profile on the University and College websites.</li> </ol>

## Channels and Formats of Communication

Traditionally, channels of communication could include interpersonal, group/institutional, mass media and new media. According to findings from interviews, the following channels and formats have been suggested as the most efficient to disseminate the University's research and innovation outputs:

**Public Forums:** These include public presentations, workshops, seminar series and academic debates; but especially Research Dissemination Series and Professorial Inaugural Lectures.

**Academic Journals and Published Books:** A catalogue of all University-wide journals and affiliated publishers in which research and innovation outputs by the University's researchers can be disseminated.

**Internal communication platforms:** Intranet, email, staff lists and Mak News.

**Press Briefings:** Monthly press briefings organized through the DRGT whereby Makerere University researchers and innovators will appear before journalists to discuss their research projects and findings as



well as display any innovative deliverables. The outputs here will be news or feature stories in the mass media.

**Commissioned Articles:** Journalists or professional media writers will be identified by the DRGT to write regular articles on specific research projects and/or outputs for the mass media. The ideal model will be to commission a regular writer and/or columnist and pay them to write about research and innovations at Makerere University.

**Press Inserts and/or Supplements:** These are longer pieces highlighting outputs that are not amenable to the mainstream formats of news or feature stories. Anecdotal evidence shows that these are key deliverables for donors and/or project funders.

**Magazines and/or Newsletters:** The DRGT will produce a regular magazine and/or newsletter that highlight all the research and innovation at Makerere University. The ideal will be a quarterly publication.

Other print media formats for public communications will include policy briefs, fliers, billboards, brochures, factsheets, leaflets and posters placed in strategic locations and/or distributed to strategic publics.

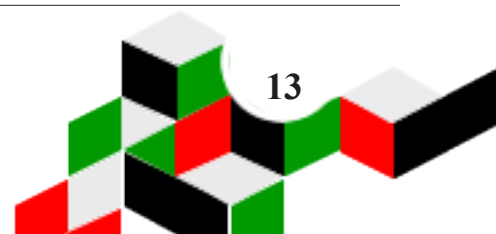
**Media Appearances:** which includes arranging with strategic broadcast media houses to have Makerere researchers and innovators appear on regular talk shows to discuss their research and innovations. Cases in point are CBS' "Research Moment", "agafamunsi ne mubwengula", Pearl FM's "Ensin'ebiyayo" and Bukedde TV has a *Science and Technology* slot in their 10p.m. news.

The other ideal model will be to commission a research series in form of audio – visual documentary productions, to be distributed to various broadcast channels.

**News Segment:** Liaise with media houses such as NTV, WBS, UBC and others to run a weekly segment on research.

**Online Platforms:** The websites of the DRGT (<http://rgt.mak.ac.ug/>), the University (<http://mak.ac.ug/research>) and Colleges (e.g. <http://chuss.mak.ac.ug/research>) ought to be revamped to enhance the wider sharing and dissemination of research and innovation outputs in open online spaces such as Wikis, Blogs, podcasts (audio), and YouTube (videos). This would require a dedicated person to constantly update the platforms as well as engaging the audiences, and providing informed and timely feedback to act as a counter-productive tool in case of any misconceptions by the audience. Social media including Facebook, Twitter and YouTube will be used to highlight and set a discussion agenda for research and innovation outputs. The discussion boards would provide important feedback to the University from the various publics.

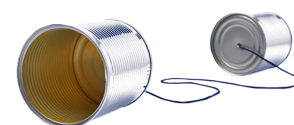
**Music and Drama:** Some respondents in the interviews pointed out that the Departments of Performing Arts and Film (PAF) has over the years helped in disseminating various messages through their targeted



performances. These formats ought to be deployed more to disseminate the university's research and innovation outputs.

**Table 4: Summary of Communication Channels and Formats**

	Channel	Communication Formats	
1	Public Forums	<ul style="list-style-type: none"> <li>Dissemination Series</li> <li>Professorial Inaugural Lectures</li> <li>Conferences</li> <li>Exhibitions</li> <li>Public Presentations</li> <li>Workshops</li> <li>Open days</li> <li>Memorial Lectures</li> <li>Symposiums</li> </ul>	<ul style="list-style-type: none"> <li>Seminars</li> <li>Doctoral Seminar Series</li> <li>Meetings</li> <li>Community engagements especially those involved in the research</li> <li>Research weeks</li> <li>Conference proceedings</li> <li>PhD public defences</li> </ul>
2	Academic Journals and Published Books	<ul style="list-style-type: none"> <li>Books</li> <li>Book chapters</li> <li>E-books</li> <li>E-journals</li> </ul>	<ul style="list-style-type: none"> <li>Journal articles</li> <li>Posters</li> </ul>
3	Traditional Mass Media Print	<ul style="list-style-type: none"> <li>Circulars</li> <li>Notices</li> <li>Newspapers</li> <li>Magazines</li> <li>Brochures</li> <li>News releases</li> <li>Fliers</li> </ul>	<ul style="list-style-type: none"> <li>Policy Briefs</li> <li>Commissioned articles</li> <li>Factsheets</li> <li>Supplements/Inserts</li> <li>Posters</li> <li>Calendars</li> <li>Photographs</li> </ul>
4	Radio & Television	<ul style="list-style-type: none"> <li>Documentaries</li> <li>Media campaigns</li> <li>Media appearances</li> </ul>	<ul style="list-style-type: none"> <li>News features</li> <li>Talk shows</li> <li>Adverts</li> </ul>
5	Social/New Media	<ul style="list-style-type: none"> <li>E-mail</li> <li>Websites</li> <li>Blogs</li> <li>Wikis</li> <li>E-newsletter</li> <li>Podcasts</li> <li>E-LED screens/monitors</li> <li>Researchgate</li> <li>Mak platform</li> </ul>	<ul style="list-style-type: none"> <li>E-magazine</li> <li>YouTube</li> <li>Facebook</li> <li>Flickr</li> <li>Other appropriate social media</li> <li>Twitter</li> <li>Whatsapp</li> <li>Linkedin</li> </ul>
6	Media Appearances/ Briefings	<ul style="list-style-type: none"> <li>Media/press conference</li> <li>Monthly media conferences</li> </ul>	<ul style="list-style-type: none"> <li>Researchers/Innovators hosted on media shows</li> <li>Expert opinions</li> <li>Commentaries</li> </ul>
7	Public Communications	<ul style="list-style-type: none"> <li>Billboards</li> <li>Annual reports</li> <li>Project reports</li> </ul>	<ul style="list-style-type: none"> <li>Posters</li> <li>Notice boards</li> <li>E-billboards</li> </ul>



	Performing Arts	<ul style="list-style-type: none"> <li>• Drama</li> <li>• Music/songs</li> <li>• Road Shows</li> </ul>	<ul style="list-style-type: none"> <li>• Art</li> <li>• Poetry</li> <li>• University Research Anthem</li> </ul>
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## Media Literacy and Trainings

To effectively communicate with the public especially through the mass media, researchers and innovators need training in the art of ‘Writing for the Mass Media’. This will include writing for the print media, broadcast media as well as writing for the web. Alongside the writing is also the component of understanding how each mass medium functions and how to face it, which are aspects of media literacy. One of the most effective ways to reach policy makers is to write policy briefs. The RICS will streamline the training of researchers and innovators on how to effectively deploy the mass media.

## Monitoring and evaluation mechanisms

**Online surveys:** The DRGT should commission a quarterly online survey with University researchers and innovators to establish outputs, but also act as a SWOT barometer on the health of research and innovations work. A different online survey could also target the University’s external publics, particularly her many alumni. DGRT should conduct such surveys in partnership with the Quality Assurance Department (QAD) and University Communication Officers. In addition, on-line surveys would also be effective when decentralized to Colleges.

**External or Independent Firm/Evaluator(s):** DRGT and QAD will identify an external firm or independent evaluators to monitor and evaluate the performance of the RICS.

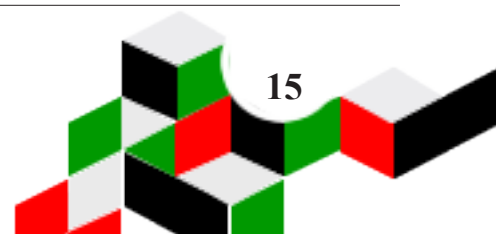
**Benchmarking:** QAD and DRGT should regularly benchmark how other reputable universities manage and execute the dissemination of their research and innovation outputs.

**University rankings** at a global, regional and national level.

**New Media enabled evaluation mechanisms like Google analytics that avail information on how many people accessed a particular website or online resource.**

**Meetings with student leaders:** Regular meetings between student leaders and DRGT personnel to gauge interests of students.

**Online Repository in the Main Library:** DRGT as well as the Main Library should popularize this as a dissemination mechanism for research outputs. The other function is that the repository would serve as an M&E mechanism for what is produced by University researchers.

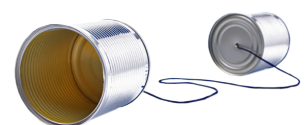


**Emails:** The DRGT should encourage internal communication within staff to share their various research and innovation outputs, particularly if they are disseminated outside the University.

**Likes on social media pages:** The research and innovation outputs of the University should be posted on social media and feedback monitored.

**Number of media clippings:** All communication officers should be charged with keeping a profile of all research and innovation outputs that are publicized in the mass media. Press cuttings, video and audio clips should be profiled.

**Quality of Feedback** The various university stakeholders, particularly the researchers and innovators, should keep a record of feedback from the public (both internal and external) and the nature of the feedback. Feedback could be tracked through number of phone -calls received, number of research activities (e.g. conferences, exhibitions, seminars), number of community engagements among others.



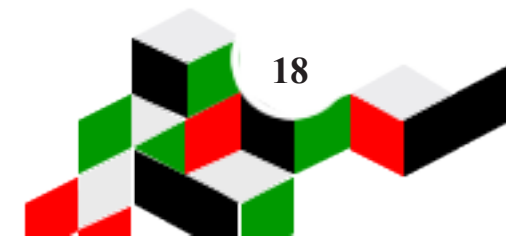
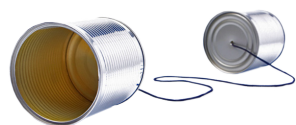
**Table 5: Implementation Framework**

<b>Objective 1. Raise awareness about the research and innovation outputs by the Makerere University community</b>						
<b>Activities</b>	<b>Audiences</b>	<b>Responsible person(s)</b>	<b>Communication Channels</b>	<b>Assumptions</b>	<b>Key benefit</b>	<b>Level of Achievement</b>
<ul style="list-style-type: none"> <li>• Sensitize staff about the need to share research and innovation outputs.</li> <li>• Communicate regularly to promote a culture of sharing research and innovation outputs among researchers.</li> <li>• Encourage staff to disseminate their findings in high impact journals and fora.</li> <li>• Develop a Reserach-Based Management tool</li> </ul>	<ul style="list-style-type: none"> <li>• Academic staff</li> <li>• Administrative staff</li> <li>• Support staff</li> <li>• Students</li> </ul>	Director/ <ul style="list-style-type: none"> <li>• Deputy DRGT</li> <li>• Principals</li> <li>• Deputy principals</li> </ul>	<ul style="list-style-type: none"> <li>• Webmail</li> <li>• Website</li> <li>• Research work-shops</li> <li>• Notice boards</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops may conflict with lectures</li> <li>• Low feedback on mails</li> <li>• Lack of coordination between what university managers want and what academic staff are doing</li> </ul>	A community aware of the importance of sharing research output	<ul style="list-style-type: none"> <li>• Increased visibility for the University</li> <li>• A University community interested in researching and sharing outputs.</li> <li>• Researchers disseminating their research and innovations in high impact journals and fora</li> <li>• Using a Results-Based Management monitoring tool to assess what results achieved at the end of a dissemination activity.</li> </ul>



Sensitize staff on the role of DRGT research mandate	<ul style="list-style-type: none"> <li>Academic Staff</li> <li>Administrative staff</li> </ul>	Director/ Deputy DRGT	<ul style="list-style-type: none"> <li>E-mails</li> <li>Research work-shops</li> <li>Notice boards</li> </ul>	Copyright issues	50% staff aware of the DRGT research mandate	30% staff interested in partnering with DRGT to disseminate research output
Carry out a University-wide research audit	<ul style="list-style-type: none"> <li>Academic staff</li> <li>Administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>Director/ Deputy DRGT</li> <li>Senior PRO</li> <li>Communication officers</li> </ul>	Online survey	Low response rate	40% staff to have filled a questionnaire	Results of audit published
Establish a communication/ dissemination office in DGRT	<ul style="list-style-type: none"> <li>DRGT</li> <li>MAK HR</li> </ul>	<ul style="list-style-type: none"> <li>Director DRGT</li> <li>Director HR</li> <li>Vice Chancellor</li> <li>Human Resource Director</li> </ul>	Meeting between DRGT and HR	Government policy on not recruiting	Process starting	Communication officer employed

<b>Objective 2: To identify the internal and external publics of the University that use her research and innovation outputs</b>						
Activities	Audiences	Responsible person(s)	Communication Channels	Assumptions	Key benefit	Level of Achievement
Dialogue/workshops	<ul style="list-style-type: none"> <li>Students</li> <li>Academic staff</li> </ul>	<ul style="list-style-type: none"> <li>Director/ Deputy Director DRGT</li> <li>Senior PRO</li> <li>Communication officers</li> <li>Student leaders</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Website</li> </ul>	Getting the information from the Principal Investigators	Date of workshop to have been identified	DRGT to have conducted at least one workshop

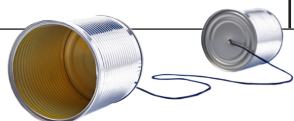




Consultative work-shops	<ul style="list-style-type: none"> <li>Professional groups/networks</li> <li>Government agencies</li> <li>Other academic institutions</li> <li>Research institutions</li> <li>Development partners</li> </ul>	<ul style="list-style-type: none"> <li>Director/ Deputy Director DRGT</li> <li>Senior PRO</li> <li>Communication officers</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Emails</li> <li>Telephone</li> <li>Professional network platforms</li> </ul>	Development partners may not be willing to fund such activities	Date of workshop to have been identified	Consultative workshop to have taken place
Dialogue with media managers	<ul style="list-style-type: none"> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>DRGT</li> </ul>	<ul style="list-style-type: none"> <li>Media breakfast meetings</li> <li>Letters</li> </ul>	Editors may not turn up Disinterest by some media houses	Date of dialogue to have been identified	At least one media dialogue to have taken place
Dissemination conferences	<ul style="list-style-type: none"> <li>Academic staff</li> <li>Administrative staff</li> <li>Students</li> <li>General public</li> </ul>	<ul style="list-style-type: none"> <li>Director/ Deputy Director DRGT</li> <li>Senior PRO</li> <li>Communication officers</li> <li>Student leaders</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Seminars</li> </ul>	Coordinating the conference	Date(s) for conference identified	<ul style="list-style-type: none"> <li>At least one conference to have taken place</li> <li>Create viable relationships between academia and industry.</li> </ul>



<b>Objective 3: To create a system for generating and disseminating research and innovation outputs amongst the University's key stakeholders</b>						
Activities	Audiences	Responsible person(s)	Communication Channels	Assumptions	Key benefit	Level of Achievement
Research and Innovation output exhibitions	<ul style="list-style-type: none"> <li>Principals</li> <li>DRGT</li> <li>Communication Officers</li> <li>Internship Coordinators</li> <li>Academic staff</li> <li>Administrative staff</li> <li>Development partners</li> <li>Business community</li> </ul>	<ul style="list-style-type: none"> <li>Director DRGT</li> <li>Senior PRO</li> <li>Marketing manager</li> <li>Communication officers</li> <li>Student leaders</li> </ul>	<ul style="list-style-type: none"> <li>Open days</li> <li>Emails</li> <li>Web news</li> </ul>	<ul style="list-style-type: none"> <li>Low Funding</li> <li>Low participation</li> </ul>	Colleges planning exhibitions	<ul style="list-style-type: none"> <li>All colleges to have had at least one exhibition</li> <li>Create viable relationships between academia and industry</li> </ul>
Research dissemination series	<ul style="list-style-type: none"> <li>Principals</li> <li>Deans</li> <li>HODs</li> <li>Academic staff</li> </ul>	<ul style="list-style-type: none"> <li>Director/ Deputy Director DRGT</li> <li>Senior PRO</li> <li>Marketing manager</li> <li>Communication officers</li> <li>Student leaders</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly magazines</li> <li>Makerere peer-reviewed journals</li> </ul>	Funding to sustain the publications	Colleges planning dissemination series	<ul style="list-style-type: none"> <li>All colleges to have had at least one series</li> <li>Increased partnership and research ownership in the implementation, dissemination and utilisation of research across units</li> </ul>
Training in research communication for various audience/ formats	<ul style="list-style-type: none"> <li>Academic staff</li> <li>Communication officers</li> <li>Media/ Reporters</li> <li>PIs</li> </ul>	<ul style="list-style-type: none"> <li>Consultant</li> </ul>	<ul style="list-style-type: none"> <li>Workshop</li> <li>Training materials/resources</li> </ul>	Lack of/limited funding for consultant	Consultant to train to have been identified	<ul style="list-style-type: none"> <li>Consultant to have conducted the training</li> <li>Improved skills of researchers &amp; other stakeholders in research communication and engaging with media</li> </ul>



**Contd....Objective 3: To create a system for generating and disseminating research and innovation outputs amongst the University's key stakeholders**

Activities	Audiences	Responsible person(s)	Communication Channels	Assumptions	Key benefit	Level of Achievement
Monthly media briefings (by Colleges on a rotational basis)	Media	<ul style="list-style-type: none"> <li>Vice Chancellor</li> <li>Director/Deputy DRGT</li> <li>Principal Researcher</li> <li>College Principals</li> <li>Communication officers</li> </ul>	<ul style="list-style-type: none"> <li>Press conferences</li> <li>Workshop</li> </ul>	Ability of PIs to choose newsworthy issues in their research	Key media houses to have been identified	<ul style="list-style-type: none"> <li>Higher visibility of MAK research and innovations in the national and international news media</li> <li>Improved coverage of MAK research activities</li> </ul>

**Objective 4: To develop appropriate channels and formats through which research and innovation outputs can be easily disseminated and accessed**

Activities	Audiences	Responsible person(s)	Communication Channels	Assumptions	Key benefit	Level of Achievement
Create a standardized template for the research and innovations link on all College websites.	Internal and external publics	<ul style="list-style-type: none"> <li>DRGT</li> <li>Senior PRO</li> <li>MAK Web administrator</li> <li>College Web administrators</li> <li>MAK Brand Manager</li> <li>DICTS</li> </ul>	<ul style="list-style-type: none"> <li>Official letter(s)</li> <li>Face-to-face meetings</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Delay in developing a standardized template.</li> <li>Failure to update college websites regularly</li> </ul>	MAK in a stronger position to mobilise her researchers and innovators to publicize their findings.	<ul style="list-style-type: none"> <li>Greater participation of researchers and innovators in dissemination activities</li> <li>Increased access to information on research and innovations at MAK</li> <li>Increased online visibility for MAK</li> </ul>



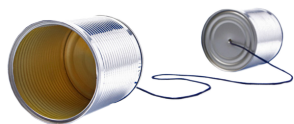
<b>Contd.....Objective 4: To develop appropriate channels and formats through which research and innovation outputs can be easily disseminated and accessed</b>						
<b>Activities</b>	<b>Audiences</b>	<b>Responsible person(s)</b>	<b>Communication Channels</b>	<b>Assumptions</b>	<b>Key benefit</b>	<b>Level of Achievement</b>
Develop a link on the University and DRGT website that aggregates all research and innovations content from College websites. The link should be similar to the standardized template for College websites	Internal and external publics	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• Senior PRO</li> <li>• MAK Web administrator</li> <li>• College Web administrators</li> <li>• MAK Brand Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Official letter(s)</li> <li>• Face-to-face meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in developing a standardized template.</li> <li>• Failure to update college websites regularly</li> </ul>	Harmonization of University-wide dissemination of research and innovations	<ul style="list-style-type: none"> <li>• Increased online visibility for MAK</li> <li>• Increased access to information on research and innovations at MAK</li> </ul>
Pitch story ideas to key journalists, media personnel, influential bloggers, commentators, and talk show hosts	<ul style="list-style-type: none"> <li>• Journalists</li> <li>• Editors</li> <li>• Talkshow hosts</li> <li>• Bloggers</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Researchers</li> <li>• Communication Officers</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Media releases</li> <li>• Media Kits</li> <li>• Photos/Pictures</li> <li>• Fact Sheets</li> <li>• Backgrounders</li> <li>• Social media platforms @ MAK</li> </ul>	Wider audience reach through traditional and social media platforms	<ul style="list-style-type: none"> <li>• Access for the media to information and researchers (news sources)</li> <li>• Availability of comprehensive information</li> </ul>	Greater stakeholder awareness of research and innovation outputs from Makerere University.
Hold an annual conference on research and innovations with decision/policy makers	<ul style="list-style-type: none"> <li>• Policy makers</li> <li>• Decision makers in public &amp; private institutions</li> <li>• Technocrats</li> <li>• Donors</li> <li>• Civil society</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• DRGT</li> </ul>	<ul style="list-style-type: none"> <li>• Official letters</li> <li>• Information packs</li> <li>• Conference briefing</li> <li>• Conference presentations</li> <li>• Factsheets</li> <li>• Policy briefs</li> <li>• MAK news</li> <li>• Social media platforms @ MAK</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to share information &amp; to coordinate strategies among stakeholders</li> <li>• Lack of consistent, efforts to use evidence from research to inform policy decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate the contribution of MAK's research and Innovations to national development &amp; attainment of government priorities</li> <li>• Harness public-private partnerships</li> </ul>	<p>Increased funding and resource mobilization for future research</p> <p>Increased collaboration &amp; information sharing among stakeholders</p> <p>Increased public private partnership initiatives</p>



<b>Objective 5: To provide a framework for managing the communication function in disseminating the University's research and innovation outputs</b>						
<b>Activities</b>	<b>Audiences</b>	<b>Responsible person(s)</b>	<b>Communication Channels</b>	<b>Assumptions</b>	<b>Key benefit</b>	<b>Level of Achievement</b>
Establish a communication/dissemination office in DGRT	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• Director HR</li> </ul>	<ul style="list-style-type: none"> <li>• Director DRGT</li> <li>• Director HR</li> <li>• Vice Chancellor</li> </ul>	Meeting between DRGT and HR	Government policy on not recruiting Delay in recruiting	Once hired, the communication officer DRGT will provide coordination of communication functions relevant to the RICS	<ul style="list-style-type: none"> <li>• Communication officer employed</li> <li>• Increased harmonisation of communication activities in DRGT and across relevant University units</li> </ul>
Create a standardized template for the research and innovations link on all College websites	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• Senior PRO</li> <li>• MAK Web administrator</li> <li>• College Web administrators</li> <li>• MAK Brand Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Official letter(s)</li> <li>• Face-to-face meetings</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in developing a standardized template.</li> <li>• Failure to update college websites regularly</li> </ul>	MAK in a stronger position to mobilise her researchers and innovators to publicize their findings.	<ul style="list-style-type: none"> <li>• Greater participation of researchers and innovators in dissemination activities</li> <li>• Increased access to information on research and innovations at MAK</li> <li>• Increased online visibility for MAK</li> </ul>	<ul style="list-style-type: none"> <li>• A culture of information-sharing of research and innovation outputs amongst the University's internal and external publics.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a link on the University and DRGT website that aggregates all research and innovations content from College websites.</li> </ul>	Internal and external publics	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• Senior PRO</li> <li>• MAK Web administrator</li> </ul>	<ul style="list-style-type: none"> <li>• Official letter(s)</li> <li>• Face-to-face meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in developing a standardized template.</li> </ul>	Harmonization of University-wide dissemination of research and innovations	<ul style="list-style-type: none"> <li>• Increased online visibility for MAK</li> </ul>



<ul style="list-style-type: none"> <li>The link should be similar to the standardized template for College websites.</li> </ul>		<ul style="list-style-type: none"> <li>College Web administrator</li> <li>MAK Brand Manager</li> </ul>		<ul style="list-style-type: none"> <li>Failure to update college websites regularly</li> </ul>		<ul style="list-style-type: none"> <li>Increased access to information on research and innovations at MAK</li> <li>Improved coordination and management of research and innovations by the University</li> </ul>
<p>Create and maintain an online MAK research directory profiling the University's researchers and innovators</p>	<ul style="list-style-type: none"> <li>Researchers</li> <li>Internal and external publics</li> </ul>	<ul style="list-style-type: none"> <li>DRGT</li> <li>Heads of Department</li> <li>Senior PRO</li> <li>MAK Web administrator</li> <li>College Web administrators</li> </ul>	<p>Website</p>	<p>Failure by researchers to consistently update their research profiles</p>	<ul style="list-style-type: none"> <li>Competence mapping of MAK's human resources</li> <li>Increased potential to attract research funding</li> </ul>	<ul style="list-style-type: none"> <li>Stimulate opportunities for interdisciplinary research</li> <li>Increased visibility and improved University rankings</li> </ul>
<p>Procure media monitoring services annually to provide data on coverage of the University's research and innovations by leading media houses</p>	<p>Media</p>	<p>DGRT</p>	<ul style="list-style-type: none"> <li>Mass Media</li> <li>Social Media</li> </ul>	<p>Lack of funds</p>	<p>Identify public perceptions of MAK's research and innovations</p>	<p>Higher profile and visibility of MAK in the national and international news media</p>



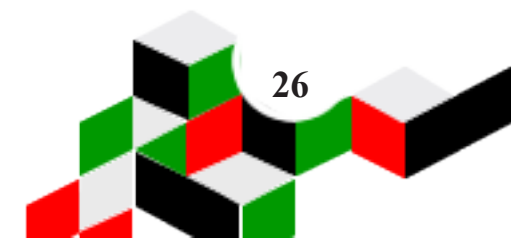
<ul style="list-style-type: none"> <li>Use monitoring data to determine negative coverage of the University's research and innovations issues and formulate appropriate responses;</li> <li>Note instances of positive coverage and showcase it among the internal publics to enhance and enrich such coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Internal publics</li> <li>External publics</li> </ul>	<ul style="list-style-type: none"> <li>DGRT</li> <li>Senior PRO</li> <li>Communication officers</li> <li>Researchers</li> </ul>	<ul style="list-style-type: none"> <li>Websites</li> <li>Intranet</li> <li>Social media</li> <li>Meetings</li> </ul>	Failure to utilize monitoring data	Information from the environmental scan to reflect public perceptions of MAK's research and innovations	Application of research findings to societal needs
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**Table 6: Indicative Activity-based Budget for Implementation of the RICS**

	Communication Channel	Communication Formats	Responsible Person(s)	Number per Semester	Amount in USD	Totals
1	Public Forums	<ul style="list-style-type: none"> <li>Dissemination Series</li> <li>Doctoral Seminar Series</li> </ul>	<ul style="list-style-type: none"> <li>Principals</li> <li>Deams</li> <li>HODs</li> <li>DRGT</li> <li>Communication Officers (PR Office)</li> </ul>	4 per college	1622	6489
		<ul style="list-style-type: none"> <li>Professorial Inaugural Lectures</li> </ul>	<ul style="list-style-type: none"> <li>DVC(AA)</li> <li>DRGT</li> <li>Principals</li> <li>Professors</li> </ul>	2	1622	3244



		<ul style="list-style-type: none"> <li>• Conferences</li> <li>• College based conferences</li> <li>• Uni-wide conference</li> </ul>	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• College principals</li> <li>• Communication Officers (PR Office)</li> <li>• Researchers</li> </ul>	1	12978	12978
		<ul style="list-style-type: none"> <li>• Exhibition</li> </ul>	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• College principals</li> <li>• Communication Officers (PR Office)</li> <li>• Researchers</li> </ul>	1	20M	6489
		<ul style="list-style-type: none"> <li>• Public Presentations</li> </ul>	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• College principals</li> <li>• HODs</li> <li>• Deans</li> <li>• Communication Officers (PR Office)</li> <li>• Researchers</li> </ul>	2 Per college	1622	1622
		<ul style="list-style-type: none"> <li>• Seminars and Workshops</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• DRGT</li> <li>• HODs</li> <li>• Communication Officers (PR Office)</li> <li>• Researchers</li> </ul>	2	3244	6489
		<ul style="list-style-type: none"> <li>• Community engagements especially those involved in the research</li> </ul>	<ul style="list-style-type: none"> <li>• HODs</li> <li>• DRGT</li> <li>• Communication Officers (PR Office)</li> <li>• Researchers</li> </ul>	4 per college	1622	1622
					<b>Subtotal</b>	<b>38,933</b>





2	Academic Journal Articles and Published Books/Chapters	• Books	Overseen by and/or with: • DRGT • Communication Officers (PR Office) • Researchers/ • Authors	1	16233	16233
		• Book chapters		15	973	14600
		• Journal articles		6	648	3893
					<b>Subtotal</b>	<b>34,716</b>
	Traditional Mass Media - Print	• Circulars and Notices	Overseen by and/or with: • DRGT • Communication Officers (PR Office) • Researchers/ Authors	4	648	2595
		• Magazines		1	6489	6489
		• Brochures		2000	1622	1622
		• News releases		4	973	3893
		• Fliers		2000	973	973
		• Policy Briefs		2	973	1946
		• Commissioned newspaper articles		8	324	2595
		• Factsheets			648	648
		• Newspaper supplements/Inserts		1	3244	3244
		• Posters		1000	973	973
		• Calendars per annum		3000	3244	3244
		• Photographs		Assortment	1622	1622
	Radio & Television	• Documentaries	Overseen by and/or with: • DRGT • Communication Officers (PR Office) • Researchers/Authors	1	6489	6489
		• Video features		4	1297	5191
		• Radio features		8	973	7789
		• Talk shows		4	648	2592
					<b>Sub total</b>	<b>32,961</b>

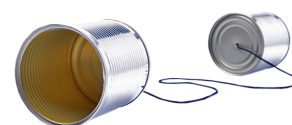


4	Social and New Media	<ul style="list-style-type: none"> <li>E-mailing</li> <li>Websites</li> <li>Blogs</li> <li>Wikis</li> <li>E-newsletter</li> <li>E-magazine</li> <li>Podcasts</li> <li>YouTube</li> <li>Facebook</li> <li>Flickr</li> </ul>	Overseen by and/or with: <ul style="list-style-type: none"> <li>DRGT</li> <li>Communication Officers (PR Office)</li> <li>Researchers/Authors</li> </ul>			6500
<b>Sub total</b>						<b>6500</b>
5	Public Communications (Media Appearances/Briefings)	Media/press conference	Overseen by and/or with: <ul style="list-style-type: none"> <li>DRGT</li> <li>Communication Officers (PR Office)</li> <li>Researchers/Authors</li> </ul>			6500
		Monthly media conferences				
		Billboards				
		Posters				
		Notice boards				
		Pull-up banners				
<b>Sub total</b>						<b>6500</b>
	Performing Arts	Drama	Overseen by and/or with:	1	4866	4866
		Music/songs	<ul style="list-style-type: none"> <li>DRGT</li> <li>Communication Officers (PR Office)</li> <li>Researchers/Authors</li> </ul>	1	3244	3244
		Road Shows		1	1622	1622
		Art		1	1622	1622
		Poetry		1	1622	1622
<b>Sub total</b>						<b>12,976</b>
<b>Total</b>						<b>162,430</b>



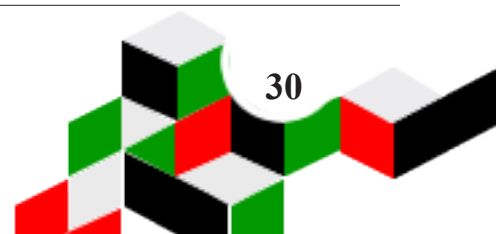
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## Appendix 1: List of Respondents

Name	Job and Unit
Alina, Marion (Ms)	Assistant Communication Officer, MAK PRO Office
Alinaitwe, Henry (Prof)	Principal, CEDAT
Anyango, Jane (Ms.)	Communication Officer, CAES
Bisaso, Ronald (Dr)	Dean, CEES
Buyinza, Mukadasi (Prof)	Director, DRGT
Byamugisha, Helen (Dr)	Ag. University Librarian, Makerere Main Library
Hisali, Eria (Dr.)	Acting Principal, COBAMS
Imokola, John Baptist (Mr)	Teaching Assistant, Dept of Journ & Comm, CHUSS
Isemagheredera, Alex	CEES
Kabejja, Hasifa (Ms)	Communication Officer, CHUSS
Kasoma, Sandra	Department of Biochemistry and Sports Science
Kasozi, juma (Prof)	Dean, SPS, CONAS
Kavulu M, Jovia (Mrs)	Communication Officer, COVAB
Kayemba, Mark (Mr)	Web Administrator, MAK PRO
Kisoro, James (Mr)	Web Administrator, CAES
Kitumba, Frank (Mr)	Director, DICTS
Kulabako, Robinah (Dr)	Lecturer, Civil Engineering, CEDAT
Kyakuwa, Betty (Ms)	Communication Officer, CEDAT
Mango, John (Prof)	Dept of Mathematics, CONAS
Mpanga M, Phiona (Dr)	Lecturer, School of Law
Mugabe, Nestor (Mr)	Program Administrator, DRGT
Mugabi, Samuel (Mr)	End-User Support Administrator, DICTS
Mugisha, JYT (Prof)	Principal, CONAS
Muhangi, Denis (Dr)	Lecturer, COVAB
Muhumuza, Stella (Ms.)	Communication Officer, School of Education and External Studies (CEES)
Musinguzi, Harriet (Ms.)	Communication Officer, School of Law
Musubika, Jovia (Ms.)	Communication Officer, COVAB
Muyodi, Fredrick (Assoc. Prof)	Dean, Bioscience, CONAS
Mwebaze, Sheila (Ms)	Communication Officer, CEES
Nabende, Peter (Dr)	Ag. Chair, Dept of Information Systems, COCIS
Nakavuma, Jesca (Dr)	Deputy Principal, COVAB
Nakazibwe, Venny (Dr)	Deputy Principal, CEDAT
Namisango, Ritah (Ms.)	Senior Public Relations Officer, Office of the Vice Chancellor
Nasinyama, George (Associate Professor)	Deputy Director (Research), Directorate of Research and Graduate Training (DRGT)
Nattimba, Milly (Ms)	Communication Officer, CHS
Nuwagaba, John (Mr)	Web Administrator, School of Law



Nyanzi, Stella (Dr.)	Senior Researcher, Makerere Institute of Social Research (MISR)
Nyerere, Geoffrey (Mr)	Web Administrator, CAES
Okello, S. Elialilia (Dr)	Senior Lecturer, CHS
Okullo, Isaac (Dr.)	Deputy Principal, College of Health Sciences (CHS)
Omwenga, Maxwell (Mr)	Communication Officer, COCIS
Opio, M. Arthur (Mr)	End-User Support Administrator, DICTS
Semwanga R. Agnes (Dr)	Deputy Principal, COCIS
Tuhereze, Elias (Mr)	Web Administrator, MAK, PRO
Walulya, Gerald (Mr)	Assistant Lecturer, Department of Journalism and Communication, CHUSS
Wamai, Mark (Mr)	Web Administrator, MAK PRO
Zaam, Ssali (Ms)	Communication Officer, COVAB





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