****

**EAST AFRICAN CHRISTIAN COLLEGE (EACC)**

**MASAKA CAMPUS**

**P.O.BOX 4129 KIGALI**

**RWANDA**

**RESEARCH AND INNOVATION POLICY**

**KIGALI, MARCH, 2023**

Table of contents

[LIST OF ABBREVIATIONS 2](#_Toc135643121)

[1. PURPOSE: 3](#_Toc135643122)

[2. VISION OF EACC 3](#_Toc135643123)

[3. MISSION OF EACC 3](#_Toc135643124)

[4. EACC Research Administrative Structure 3](#_Toc135643125)

[5. OBJECTIVES OF THE EACC RESEARCH POLICY AND INNOVATION 4](#_Toc135643126)

[6. RESEARCH POLICY GUIDELINES 4](#_Toc135643127)

[6.1. Research Priorities 4](#_Toc135643128)

[6.2. Research Planning and Administrative Capacity Building 5](#_Toc135643129)

[6.3. Procedures for Approval, Control and Monitoring of Research Process 6](#_Toc135643130)

[6.4. Research Training and Capacity Building 7](#_Toc135643131)

[6.5. Collaborative Research 8](#_Toc135643132)

[6.6. Staff Remuneration 9](#_Toc135643133)

[6.7. Research Performance Rewarding 9](#_Toc135643134)

[6.8. Dissemination of Research Results 9](#_Toc135643135)

[6.9. Ethical Considerations 11](#_Toc135643136)

[6.10. Bio-hazardous Agents 13](#_Toc135643137)

[6.11. Intellectual Property Rights 14](#_Toc135643138)

[6.12. Use and Disposal of Research Project Resources 14](#_Toc135643139)

[6.13. Impact of Research 14](#_Toc135643140)

[6.14. Research Culture 15](#_Toc135643141)

[6.15. Application and Review of the Research Policy 15](#_Toc135643142)

[7.1. Principal Strategy 15](#_Toc135643143)

[7.2. Managing Research 17](#_Toc135643144)

[8.1. Development of Comprehensive Implementation Strategy – Way Forward 18](#_Toc135643145)

[8.2. Research Process tools/instruments 18](#_Toc135643146)

[9. KEY STAKEHOLDERS 18](#_Toc135643147)

[10. APPROVAL DETAILS 19](#_Toc135643148)

# LIST OF ABBREVIATIONS

|  |  |
| --- | --- |
| ACUC | :Animal Care and Use Committee |
| DRI | Directorate of Research and Innovation |
| GDP | Gross Domestic Product |
| ICT | Information Communication Technology |
| SDGs | Sustainable Development Goals |
| SRPC | Senate Research and Publications Committee |
| WMA | World Medical Assembly |

# PURPOSE:

The purpose of this document is to provide policy guidelines governing academic research at EACC.

# VISION OF EACC

To be a leading international Christ-centered College that fosters knowledge, faith, ethics and service through

excellent academic and research programs

# 

# MISSION OF EACC

To equip servant leaders for the church and the community and produce professional graduates of character

and commitment that will serve as agents of transformation.

# EACC Research Administrative Structure

The Directorate of Research and innovation is embedded in EACC structure. Since its accreditation, in December 2020 EACC manages to promoter research activities using its own resources and partnership with experienced universities within the region and beyond. Thus, the Directorate of research has had a number of achievements based on Rwanda research policy, the EACC Strategic Plans through a number of published articles, theses defended and PhDs undertaken by the academic staff. Indeed, these achievements and key documents have been widely circulated and have guided the preparation and management of research activities at EACC.

Since 2022 A College a Research and Publications Committee (RPC) was established. It is a sub-committee of the EACC Senate which is responsible for advising the Director of Research and Innovations (DOR) on all the research and dissemination activities at EACC. Research outputs are critical for the development of the relevant local content and advancing frontiers of knowledge. The Committee receives proposals and reports from respective schools, institutes and directorates. Proposals are submitted for funding and/or ethical clearance. They are peer reviewed and the decision for funding or ethical clearance is made based on their scientific and ethical merit. In order to avoid delays in the pre-processing of proposals, the Committee has an Expedited Review Committee that reviews proposals with minor amendments and renewal of ethical clearance. This enhances efficiency in the approval mechanism of research proposals.

Schools and Institutes have established their respective Research and Publications Committees. These committees are responsible for coordinating research and dissemination of research results at the unit levels. The chairpersons of the schools and institutes Research and Publications Committees are members of the College SRPC and are therefore responsible for reporting implementation and progress of the Schools` and Institutes` research activities. In supporting research, the Directorate responsible for Research has continued to play a central role in sourcing and management of research funds at the College level and contacts are made in order to increase means and tools.

# OBJECTIVES OF THE EACC RESEARCH POLICY AND INNOVATION

In line with the National Research Policy, the Rwanda Education Policy, Current Five Year Development Plan, Sustainable Development Goals (SDGs), Vision 2025 etc… the College Research Policy aims at inculcating a research culture among staff and students by:

* 1. Providing a mechanism of ensuring that research conducted in the College: Is in line with national research policy and priorities; address local, regional and global, aims at solving scientific questions identified in different branches of academic College units and at country levels.
  2. Providing attractive terms and conditions of service for researchers so as to motivate research and reward productivity.
  3. Strengthening the research infrastructure in the college by placing emphasis on institutional development and improving logistical and technical support to research operations.
  4. Identifying, promoting and developing special talents among its members of staff and students with a view to developing a critical thinking ability
  5. Initiate critical mass of Research Scientists in the college and encouraging collaborative research between scientists within EACC and researchers in other institutions country wide and outside the country, to promote a multidisciplinary approach.
  6. Improving the linkage between research and the application of research results in guiding policy and action in the different sectors.
  7. Encouraging and rewarding individual initiatives in securing research funds.
  8. Establishing research quality assurance system
  9. Facilitating repackaging of research information to ensure dissemination of user- friendly research findings within and outside EACC.

# RESEARCH POLICY GUIDELINES

# Research Priorities

Rwanda faces the challenge of achieving equitable coverage of effective services in the face of severe resource limitations and privatization. Because of these limitations and new economic and political developments, the college has to find an acceptable way of identifying priority areas and partners for research. The college has therefore agreed to set out its research priorities in line with the national development documents, including Vision 2025, the SDGs and the current National Five-Year Development Plans etc... The priorities should be on faculties priorities, that are basically education, health, theology, business, management and economics especially in M&E

In view of limited resources, it is imperative for the University to establish priorities. To that end:

* + 1. The Schools, Institutes and Directorates shall define relevant research priorities which shall come to constitute the college’s research agenda.
    2. The University shall fund or support funding of research programmes and projects that are within college priorities.
    3. The college shall encourage research that aims at solving national problems and advancing knowledge.
    4. The college shall encourage collaboration within and across all units as well as national and international institutions. However international collaborative proposals should have the input of the college researchers.
    5. The directorate responsible for research shall, from time to time, identify emerging priority areas of national and international interests for research within the college. These would be areas in which research could have a major impact on the society, leading to poverty reduction and developmental change.
    6. The College recognizes the freedom of its staff, students and persons working under its umbrella to initiate and pursue research consistent with the college’s vision and mission.
    7. The college shall develop and review the research agenda every five years with the objective of ensuring its relevance.

# Research Planning and Administrative Capacity Building

Research has to be performed within a clear framework with targets, responsibilities, indicators and outputs. To maximize the use of available scarce resources and avoid duplication, EACC shall therefore:

* + 1. Continue to strengthen the infrastructure in the directorate responsible for research.
    2. Sustain the current endeavours to establish and maintain environment to facilitate research planning among staff.
    3. Strengthen further the current critical mass of research administrators who have qualifications in Research Management.
    4. Leverage more resources and emphasize strengthening the capacity for research planning at all levels.
    5. Invigorate further the current mechanism by which academic staff members can be motivated to conduct research.
    6. Continue to ensure that funding of research by major development partners is coordinated centrally and sanctioned by EACC
    7. Sustain the current arrangements of multidisciplinary approach to research

# Procedures for Approval, Control and Monitoring of Research Process

EACC needs to put in place an operational mechanism of conducting research such that there is uniformity in the process. EACC shall therefore emphatically sustain a process to:

* + - 1. Ensure that staff is well aware of the national research agenda and participate in translating it into research agenda of their respective academic disciplines.
      2. Give priority to projects within the college research agenda when approving research funding.
      3. Follow one general framework guiding the preparations and approval of research projects. The framework addresses the following issues/ processes:
         * Initiation of a research project;
         * Formats of research proposals; Scrutiny and approval process for research proposals shall focus on quality, relevance, need, soundness and resource requirements (including financial resources). This will clearly spell out the roles and powers of different units within the relevant college administrative hierarchy;
         * Planning and budgeting guidelines, including applicable rates for cost estimates;
         * Financial regulations governing financing of research;
         * Procurement of equipment and consumables. These have to be within relevant national procurement policies and procedures. In principle all equipment procured for research is the property of EACC;
         * Registration of research projects - whether internally or externally funded; Standard contracts between the funding agency, the University and the researcher(s); Progress reporting requirements, control and monitoring; Regulations regarding employment within research projects. These have to be within approved Human Resource Management policies;
         * Formats for final research reports;
      4. Ensure that all research proposals are subjected to EACC approval process before being accepted for funding.
      5. Enter into a research contract with the researcher when the project has been approved irrespective of the source of funding.
      6. Where there is an interest of joint ownership of research results/output, the contract shall be between the researcher as one party and joint financiers as the other party.
      7. Scrutinize all contractual requirements after a proposal has been funded.
      8. Management of research has to ensure that the research is well planned so as to provide reliable research output. In this regard, EACC shall continue to:
* Develop and disseminate research quality guidelines.
* Ensure that applications for research funds are in line with the guidelines.
* Ensure that approval of applications for research funds takes into considerations the relevant research quality checklists.
* Monitor quality and number of publications resulting from research done by staff;
* Monitor the dissemination of research results.
* Conduct surveys to obtain feedback on quality and value of research results.
* Conduct peer review of EACC research outputs at intervals of not more than five years.
  + - 1. There shall be Institutional Review Board/Ethics Committee whose functions shall sustain:
* Preparing and reviewing appropriate formats for research proposals.
* Ensuring that humans involved in research are treated with dignity and that their well-being is not compromised.
* Ensuring that animals involved in research are treated humanely.
* Reviewing and approving research proposals and protocols, and ensuring that the research will be in the spirit of promoting health, preventing disease and disability and curing disease.
* Monitoring approved proposals to ensure compliance with the guiding ethical standards.
* Ensuring research conforms to generally accepted scientific principles, and is based on adequately tested procedures.

# Research Training and Capacity Building

Training represents one of the most significant areas of national investment in research and development, and research students are a major resource. For the University to develop and

assimilate indigenous and foreign technologies it has a duty to identify and promote special talents among its members of staff. To this end, EACC will therefore continue:

* + 1. Ensure that all funded projects have components to facilitate research capacity building and technology transfer;
    2. Facilitate training by encouraging programmes rather than projects;
    3. Endeavor to ensure that each research plan demonstrates ways in which capacity building has been or is being addressed;
    4. Make provision for mentoring as an essential component of every research project;
    5. Strengthen and emphasize research training both at undergraduate and postgraduate levels through instituting appropriate research methodology courses;
    6. Facilitate the writing of fundable proposals;
    7. Advocate for increased government funding for students and junior staff research;
    8. Updating and expanding researcher skills continually through strategic international exposure and linkages.

# Collaborative Research

There is a need to forge strategic partnerships and collaboration within and between the University, the Government, other research institutions and the private sector in the country. Therefore, the College will continue to:

* + 1. Promote collaborative research where there are potential benefits to the University;
    2. Promote external collaboration within and outside Rwanda;
    3. Require that a full-time employee of the University serve as the Principal or Co- Investigator;
    4. Encourage internal collaborative projects to be multi-disciplinary in nature;
    5. Ensure that multi-disciplinary research projects are hosted in the academic unit where the principal researcher belongs;
    6. Require that the hosting department also be the department where the majority of the research activities will be conducted;
    7. Require that multi-disciplinary research projects be approved by the unit of the Principal Investigator;
    8. Demand that if the implementing units are not in the same School, Institute or Directorate, approval shall only be necessary in the hosting unit, but shall be reported to the relevant organs in the non-hosting unit;
    9. Ensure that staff participating in the multi-disciplinary collaborative research project report progress to their own department, and also report to the hosting department through the Principal Investigator;
    10. Ensure that the collaborating academic units agree on sharing administrative costs;
    11. Promote equal partnerships in collaborative research.

# Staff Remuneration

In order to motivate research and reward productivity:

* + 1. All funded research projects should include a budget item on research allowance and other remuneration for all investigators;
    2. Where per diem allowances are paid, these should be paid at not less than the Government of Rwanda Daily Subsistence Allowance rates;
    3. Negotiations for contracted research should be done through the University. Otherwise laid down procedures should be followed to ensure that the University benefits from the research.

# Research Performance Rewarding

MUHAS having experienced phase one of these guidelines shall:

* + 1. Establish transparent criteria/indicators to measure research excellence;
    2. Evaluate research performance of individuals, academic units and multi- disciplinary research teams on an annual basis;
    3. Reward research performance at individual, academic unit and research teams each year;
    4. Ensure that research output constitutes a major criterion in the promotion of academic staff;

# Dissemination of Research Results

Dissemination of research results may entail sharing research findings with research peers, sponsors and the larger community through publications, seminars and conferences.

Subject to the Intellectual Property Policy, EACC shall continue to:

* + 1. Encourage the incorporation of a specific section on dissemination of research results in the research proposals. In the proposal, the plan for dissemination of research results shall be included. Different ways of sharing research results should be through departmental seminars, workshops, annual research meetings, school`s/institutes research seminars etc.
    2. Require that research proposals include at least one local seminar/ workshop to ensure local ‘ownership’ of research findings. For large research projects, local conferences/symposia shall be organized.
    3. Ensure that research reports are produced according to the agreed format. Depending on the level of research and the funding agency, research reports may be reviewed at the departmental, School/ Institute or Directorate levels.
    4. Subject all research reports to peer-review before depositing them in the data bank. Require that each School/Institute conduct at least one research workshop annually to review research plans, progress and outputs. Annual research workshops shall also include presentations of academic papers, to which key stakeholders shall be invited;
    5. Prepare and submit to policy makers research abstracts/policy briefs for the purpose of informing policy;
    6. Encourage and support dissemination of research results through regular local and international for a;
    7. Encourage and support the inclusion of research findings/publications in accessible electronic databases, at the departmental, School/Institute or University level;
    8. Encourage the publication of popular versions of research findings in the local media with the permission of the University management, including some in Kiswahili;
    9. Popularize research findings in languages that people can understand;
    10. Disseminate research findings through national/international exhibitions in line with National Research Ethics Policy.

# Ethical Considerations

All research involving human participants should continue to conform to the recommendations guiding biomedical research involving human beings as adopted by the 18th World Medical Assembly (WMA), Helsinki, Finland, June 1964, and amended by the 59th WMA, Seoul, October 2008. Those recommendations include the following:

* + 1. Research must conform to generally accepted scientific principles, and should be based on adequately tested procedures;
    2. The design of the study should be scientifically formulated;
    3. The study must be conducted by scientifically qualified persons and under the supervision of competent persons;
    4. The importance of the objectives must be proportional to the inherent risk to the participant;
    5. Concern over the interest of the study participant must always prevail over the interests of science and society;
    6. Privacy of the individual must be respected;
    7. The Researcher should refrain from carrying out the study unless he/she is satisfied that the hazards involved are believed to be predictable;
    8. In publishing results, the researcher is obliged to preserve the accuracy of the results.Each potential research participant must be adequately informed of the aims, methods, anticipated benefits, and potential hazards;
    9. The researcher should obtain participants freely-given Informed Consent, preferably in writing;
    10. The research protocol should always contain a statement of ethical considerations.
    11. The statement of ethical considerations should inclusively maintain emphasis on the following:
* The risk to the study participant;
* The anticipated benefits to the study participants and others;
* The importance of the knowledge that may reasonably be expected to be obtained;
* The informed consent process to be employed. This should include what the participation of the research participants will entail, including any possible risks. The provisions to protect the privacy of study participants.
* The additional safeguards for study participant likely to be vulnerable to coercion or undue influence including foetuses, pregnant women, children, prisoners, mentally disabled persons, or economically or educationally disadvantaged persons;
* Compensation for research-induced injury, time and inconvenience.
  + 1. All research involving human participants shall require Ethical Clearance by the Research and Publications Committee, regardless of whether the research is cleared by other institutions outside the country, if the research:
* Is sponsored by EACC, or
* Is conducted by or under the direction of an employee of EACC;
* Is conducted by, or under, the direction of an employee of the college using any property or facility, or
* Involves the use of the University’s name to identify or contact study participants or prospective participants, or
* Involves human participants within the College;
* Involves undergraduate, postgraduate and elective student researchers.
  + 1. In addition to EACC clearance for research involving external collaborators, additional review by the National Ethics Committee may be needed in case of specific reasons such as major clinical trials, research with significant risk and investigation of new drugs/ vaccines etc
    2. Research on Animals
* All research, research training, experimentation, biological testing, and related protocols involving live, vertebrate animals conducted in the college, or at another institution as a consequence of sub-granting or subcontracting, shall comply with internationally acceptable standards on human care and use of laboratory animals;
* EACC will make reasonable effort to ensure that all individuals involved in the care and use of laboratory animals understand the applicable laws and regulations pertaining to animal care and use. The college will also monitor and ensure compliance at individual and collective levels;
* All research on laboratory animals must be reviewed and approved by the Animal Care and Use Committee responsible for overseeing the institution’s animal programme, facilities, and procedures;
* The college and all individuals involved in animal care and use must comply with occupational health and safety procedures for personnel who work in laboratory animal facilities or have frequent contact with animals;
* Personnel actively working with non-human primates must be screened annually for tuberculosis, and participate in training specific for the prevention of illness/injury to the species. Also, each nonhuman primate housing area must be equipped with injury/exposure kits.

# Bio-hazardous Agents

* + 1. The appropriate college committee will be designated to review the institution’s teaching projects, research activities and facilities involving the acquisition, use, storage and disposal of bio-hazardous agents.
    2. The college shall endeavor to provide appropriate training in the safe handling and management of biological and chemical hazard agents used in research studies.
    3. Research proposals involving use of bio-hazardous agents shall include a section on handling of bio-hazardous materials.

# Intellectual Property Rights

All participating researchers including students and visiting scholars must follow the EACC Intellectual Property Policy and procedures. For researchers wishing to send study samples abroad, either for analysis or other research purposes, they should sign the EACC Material Transfer Agreement Form, and adhere to the Data Transfer Agreement Policy and the relevant Material and Data Transfer Agreements by the National Research Ethics Sub-Committee.

# Use and Disposal of Research Project Resources

1. Sponsored project agreements must always include the terms and conditions for the disposal of tangible property (e.g. equipment, vehicles, reports, theses or dissertations) or intangible properties such as rights to data, copyrights, and inventions. Except as otherwise expressly provided, all equipment purchased within a research project is the property of EACC. National laws, policies and procedures governing the disposal of College property (obsolete or otherwise) should be applied;
2. During the life of a project, all equipment or goods purchased with research funds will not be sold, ceded, exchanged or otherwise disposed of without the prior approval of the college.
3. On completion or termination of a project/programme, the college will retain the title to all equipment purchased for the project or programme. The unit/researcher that had these resources should be given priority in the disposal of research resources when the project is completed.

# Impact of Research

For research that has direct impact on the society, EACC shall:

* + 1. Establish a feedback/follow-up mechanism to assess research impact in solving societal problems.
    2. Utilize the feedback mechanism to foster continued refinement of the research agenda.

# Research Culture

EACC shall:

* + 1. Install a research culture through training of undergraduate and postgraduate students in research methodology;
    2. Contribute towards fostering and enhancement of research culture both within and outside the college;
    3. Promote and encourage research teamwork among EACC staff and other institutions;
    4. Educate EACC staff on the research policy and procedures.

# Application and Review of the Research Policy

* + 1. The Research Policy shall apply to all members of staff, graduate and undergraduate students who are involved in research on or off campus at EACC. It shall also apply to all EACC research partners and collaborators.
    2. The EACC Research Policy shall be subject to review every five years.
    3. The policy statements are to guide the general conduct of research involving EACC staff. It is necessary for the specific policy intentions to be operationalized by relevant offices within the college. A general set of operational procedures is necessary in order to kick-start the streamlining of research management.

1. **STRATEGY FOR IMPLEMENTING THE RESEARCH POLICY GUIDELINES**

The College should provide a Research Policy Implementation Strategy that will promote a comprehensive and high standard of professional conduct of its researchers, and a culture of research practice that is ethical, competent, transparent, safe and accountable.

# Principal Strategy

The principal strategy in carrying out the EACC research policy lies in the strengthening of the directorate in charge of research, followed by the consolidation of the research sustained administrative infrastructure from department to college level. The roles, duties, and responsibilities of the Directorate will have to reflect its obligations in implementing this Policy. The following actions are necessary for the successful implementation of the Research Policy:

1. Enhancement of the capacity of the Directorate to manage, administer and coordinate research. This will need trained human resources, establishment more effective structure, equipment and some initiation funds. The Directorate will have the responsibility of coordinating internal and external linkages on all matters related to research.
2. Within EACC, the Directorate shall coordinate the process of implementation of the policy through setting up of internal administrative links with other relevant offices at the same college level (horizontal linkages) as well as with researchers in schools, institutes, directorates and departments (vertical linkages). The Directorate shall focus on the following specific actions with respect to establishing horizontal linkages:

* Hands-on work on college level policies to ensure that research interests are safeguarded.
* Establishment of a close working cooperation with other relevant offices to implement the EACC Corporate Rolling Strategic Plan as well as the Strategic Plan of the Directorate.
* Clear description of excellence in research and coordination of the process of identification and rewarding of excellence as guided by the HRM policy.

1. A strong focus shall be established by the Directorate on the following specific actions with respect to establishing vertical linkages:
   * + - Involving EACC researchers and other stakeholders in evolving the research agenda;
       - Standardizing internal research administrative mechanisms
       - Ensuring that research funds from public, private and external sources are secured.
       - Actively assisting in the dialogue between researchers and research clients.
       - Ensuring and supporting marketing of research results where appropriate.
       - Acting and serving as a custodian of research outputs on behalf of the college by keeping a register of all R&D activities and acquisition of patents.
       - Publishing of regular Research Bulletins and Research Annual Reports on the status of research activity within EACC.
2. The overall responsibility for coordination of the implementation of the Research Policy including review of the same will lie within the Directorate.

# Managing Research

The management of Research will be enhanced at all levels at EACC in order to address the following issues.

* + 1. Identification of sources and management of research resources:
* Identify possible sources of research resources – national and international and strrategies for mobilization/accessing the same;
* Ensure that pertinent information relating to specific research opportunities is passed on to relevant College Unit(s);
* Make widely and continuously available general information on possible sources and modes of research funding on regular basis. This information shall be available in hard and web based e-format. A mechanism shall be put in place to make sure that e-format is only accessible by EACC staff;
* Hold regular research resources mobilization workshops in which new opportunities for research funding shall be presented and discussed;
* Assist the liaison process with research donors where such donors have been identified through the directorate;
* Set up liaison relationships with other national stakeholders to form pressure/lobbying groups to contend for an increased share of research funding from government, the private sector and the international donor community;
* Collaborate closely with potential researchers in preparing research proposals for submission to potential donors;
* Compiling relevant reports of various research projects for onward transmission to the donors by the directorate;
* Proposing specific operational modalities in line with EACC Research Policy for the various research funding sources for approval of the EACC Research and Publications Committee;
* Insure that a research budget is sufficient to carry out planned priority research and be submitted to the donors and other sources so that adequate funds are allocated for such research activities and are effectively utilized for the purpose;
* Exploit fully the potential for multi-disciplinary research projects, and initiate the formation of such teams which once formed, shall be left to operate under the approved modalities of multi-disciplinary research teams; and
* Annually compile the EACC Annual Research Report that shall summarize annual activities performed under all research grants in a standard format to be approved by the EACC Senate Research and Publications Committee and EACC board.
  + 1. Dissemination of Research Results and Research Data Bank
* Sustain and continuously update a EACC research activity database. In this respect selected information shall be published on regular basis onto a EACC Research Web Page;
* Set up and maintain an accessible electronic research output database that shall contain abstracts and full texts of the research reports and other related publications;
* Sustain compilation and organization of printing a hard copy of the research bulletin containing abstracts of research projects on annual basis; and
* Produce a brochure to market EACC research services.

1. **Research Quality Management**

The directorate shall develop and institute a process of monitoring and reporting on the following research quality indicators at EACC on regular basis:

* + - 1. Research planning;
      2. Research training;
      3. Research degree completion rates;
      4. Research publications per academic staff;
      5. Peer reviewed research reports;
      6. Facilities and access to information resources;
      7. Research students’ assessment of supervision;
      8. Proportion of staff having published research output in the last three years;
      9. Proportion of staff directly doing research;
      10. Time duration of research degrees.
      11. Indicators that measure society perceptions on the research that EACC staff do;
      12. Number of clients continuously using EACC research services Number of local/international research assignments that EACC wins in a competitive environment;
      13. Collaboration with regional and international institutions – establishment of active research networks; and
      14. Subsequent availability of funds for the research following completion and dissemination of a phase of the research.

The directorate for research shall recommend to the Senate Research and Publications Committee or similar committee, on what benchmarks of these indicators should be for EACC.

# Development of Comprehensive Implementation Strategy – Way Forward

Various new policy statements have been incorporated in the revised EACC Research Policy. A comprehensive implementation strategy that has a wider college and external stakeholder participation shall be prepared by the Directorate responsible for research.

# Research Process tools/instruments

In order to standardize and harmonize research process within EACC, the Directorate shall provide clear guidelines in form of guiding documents.

These guiding documents shall be reviewed regularly to accommodate developments in the operating environment. The directorate responsible for research within EACC shall be the custodian of the Research Policy on behalf of the College, and shall therefore bear the responsibility of ensuring that it continuously meets both the internal and external stakeholders’ expectations.

# KEY STAKEHOLDERS

* The stakeholders who were consulted during revision of this policy include the following: The Principal and Deputy Principals (DPA and DPFA); Deans and Directors; Students and Staff; Principal Investigators (PIs); and collaborators.
* The main stakeholders of this policy are: All EACC staff and students, other researchers, all partners, collaborators, and funders of research at EACC; Deans and Directors; Heads of Departments, and Administrative units; the entire research and academic community at EACC and collaborating institutions.

# APPROVAL DETAILS

This policy was approved by by College Senate and Senior Management Committee

1. Secretary of the Academic Senate:

Signed by\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. PRINCIPAL and Chairman

,

Signed by\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_