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PI: Kakeeto, Stella	Title: Strengthening Makerere University's Research Administration Capacity for efficient management of NIH grant awards (SMAC)	
Received: 07/29/2020	FOA: PAR21-037	Council: 01/2021
Competition ID: FORMS-F	FOA Title: Global Infectious Disease Research Administration Development Award for Low-and Middle-Income Country Institutions (G11 Clinical Trial Not Allowed)	
1 G11 AI160669-01	Dual:	Accession Number: 4475702
IPF: 793001	Organization: MAKERERE UNIVERSITY	
Former Number:	Department:	
IRG/SRG: ZAI1 EC-D (J2)	AIDS: N	Expedited: N
<u>Subtotal Direct Costs</u> (<u>excludes consortium F&A</u>) Year 1: ██████ Year 2: ██████	Animals: N Humans: N Clinical Trial: N Current HS Code: 10 HESC: N HFT: N	New Investigator: Early Stage Investigator:
<i>Senior/Key Personnel:</i>		
	<i>Organization:</i>	<i>Role Category:</i>
Paul Ndebele Ph.D	George Washington University	Other (Specify)-Consultant GWU
Theresa Chapman	George Washington University	Other (Specify)-Consultant at GWU
Micheal Burdan	George Washington University	Other (Specify)-Consultant at GWU
Mordecai Tayebwa	Makerere University College of Health Sciences	Co-Investigator
Stella Kakeeto	MAKERERE UNIVERSITY	PD/PI
Susan Mawemuko	Makerere University College of Health Sciences	Co-Investigator
Elizabeth Nambi	Makerere University College of Health Sciences	Co-Investigator
David Serwadda	Makerere University College of Health Sciences	Other (Specify)-Chair, Project Advisory Committee
Charles Ibingira	Makerere University College of Health Sciences	Other (Specify)-Member, Project Advisory Committee
Rhoda Wanyenze	Makerere University College of Health Sciences	Other (Specify)-Member, Project Advisory Committee
Fred Wabwire-Mangen	Makerere University College of Health Sciences	Other (Specify)-Member, Project Advisory Committee

APPLICATION FOR FEDERAL ASSISTANCE
SF 424 (R&R)

		3. DATE RECEIVED BY STATE	State Application Identifier
1. TYPE OF SUBMISSION*		4.a. Federal Identifier	
<input type="radio"/> Pre-application <input type="radio"/> Application <input checked="" type="radio"/> Changed/Corrected Application		b. Agency Routing Number	
2. DATE SUBMITTED	Application Identifier	c. Previous Grants.gov Tracking Number GRANT13174717	
5. APPLICANT INFORMATION Organizational DUNS*: [REDACTED]			
Legal Name*: MAKERERE UNIVERSITY Department: Division: Street1*: MAKERERE UNIVERSITY Street2*: [REDACTED] City*: [REDACTED] County*: [REDACTED] State*: [REDACTED] Province: Country*: UGA: UGANDA ZIP / Postal Code*: [REDACTED]			
Person to be contacted on matters involving this application Prefix: First Name*: Stella Middle Name: Last Name*: Kakeeto Suffix: Position/Title: Senior Grants Administrator Street1*: [REDACTED] Street2: City*: [REDACTED] County: State*: Province: Country*: UGA: UGANDA ZIP / Postal Code*: Phone Number*: [REDACTED] Fax Number: Email: [REDACTED]			
6. EMPLOYER IDENTIFICATION NUMBER (EIN) or (TIN)* [REDACTED]			
7. TYPE OF APPLICANT*		W: Non-domestic (non-US) Entity	
Other (Specify): <input checked="" type="radio"/> Small Business Organization Type <input type="radio"/> Women Owned <input type="radio"/> Socially and Economically Disadvantaged			
8. TYPE OF APPLICATION*		If Revision, mark appropriate box(es).	
<input checked="" type="radio"/> New <input type="radio"/> Resubmission <input type="radio"/> Renewal <input type="radio"/> Continuation <input type="radio"/> Revision		<input type="radio"/> A. Increase Award <input type="radio"/> B. Decrease Award <input type="radio"/> C. Increase Duration <input type="radio"/> D. Decrease Duration <input type="radio"/> E. Other (specify) :	
Is this application being submitted to other agencies?* <input type="radio"/> Yes <input checked="" type="radio"/> No What other Agencies?			
9. NAME OF FEDERAL AGENCY* National Institutes of Health		10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER TITLE:	
11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT* Strengthening Makerere University's Research Administration Capacity for efficient management of NIH grant awards (SMAC)			
12. PROPOSED PROJECT		13. CONGRESSIONAL DISTRICTS OF APPLICANT	
Start Date* Ending Date* 05/01/2021 10/31/2023		00-000	

14. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR CONTACT INFORMATION

Prefix: First Name*: Stella Middle Name: Last Name*: Kakeeto Suffix:

Position/Title:

Organization Name*: MAKERERE UNIVERSITY

Department:

Division:

Street1*: New Mulago Hospital Complex

Street2:

City*: [REDACTED]

County: [REDACTED]

State*:

Province:

Country*: UGA: UGANDA

ZIP / Postal Code*: [REDACTED]

Phone Number*: [REDACTED] Fax Number: - Email*: [REDACTED]

15. ESTIMATED PROJECT FUNDING

a. Total Federal Funds Requested* [REDACTED]

b. Total Non-Federal Funds* \$0.00

c. Total Federal & Non-Federal Funds* [REDACTED]

d. Estimated Program Income* \$0.00

16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?*

a. YES THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:

DATE:

b. NO PROGRAM IS NOT COVERED BY E.O. 12372; OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW

17. By signing this application, I certify (1) to the statements contained in the list of certifications* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances * and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)

I agree*

* The list of certifications and assurances, or an Internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

18. SFLL or OTHER EXPLANATORY DOCUMENTATION

File Name:

19. AUTHORIZED REPRESENTATIVE

Prefix: First Name*: Mordecai Middle Name: Last Name*: Tayebwa Suffix:

Position/Title*: Senior Grants Manager

Organization Name*: Makerere University College of Health Sciences

Department:

Division:

Street1*: [REDACTED]

Street2:

City*: [REDACTED]

County: Uganda

State*:

Province:

Country*: UGA: UGANDA

ZIP / Postal Code*: [REDACTED]

Phone Number*: [REDACTED] Fax Number: Email*: [REDACTED]

Signature of Authorized Representative*

Mordecai Tayebwa

Date Signed*

07/29/2020

20. PRE-APPLICATION File Name:**21. COVER LETTER ATTACHMENT** File Name:

424 R&R and PHS-398 Specific

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Project/Performance Site Location(s)

Project/Performance Site Primary Location

I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name: Makerere University College of Health Sciences
Duns Number: [REDACTED]
Street1*: [REDACTED]
Street2:
City*: [REDACTED]
County: [REDACTED]
State*:
Province:
Country*: UGA: UGANDA
Zip / Postal Code*: [REDACTED]
Project/Performance Site Congressional District*: 00-000

Project/Performance Site Location 1

I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name: George Washington University
DUNS Number: [REDACTED]
Street1*: [REDACTED]
Street2:
City*: Washington,
D
County:
State*: [REDACTED]
Province:
Country*: USA: UNITED STATES
Zip / Postal Code*: [REDACTED]
Project/Performance Site Congressional District*:

Additional Location(s)

File Name:

RESEARCH & RELATED Other Project Information

1. Are Human Subjects Involved?* <input type="radio"/> Yes <input checked="" type="radio"/> No	
1.a. If YES to Human Subjects Is the Project Exempt from Federal regulations? <input type="radio"/> Yes <input type="radio"/> No If YES, check appropriate exemption number: ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7 ___ 8 If NO, is the IRB review Pending? <input type="radio"/> Yes <input type="radio"/> No IRB Approval Date: Human Subject Assurance Number	
2. Are Vertebrate Animals Used?* <input type="radio"/> Yes <input checked="" type="radio"/> No	
2.a. If YES to Vertebrate Animals Is the IACUC review Pending? <input type="radio"/> Yes <input type="radio"/> No IACUC Approval Date: Animal Welfare Assurance Number	
3. Is proprietary/privileged information included in the application?* <input type="radio"/> Yes <input checked="" type="radio"/> No	
4.a. Does this project have an actual or potential impact - positive or negative - on the environment?* <input type="radio"/> Yes <input checked="" type="radio"/> No	
4.b. If yes, please explain: 4.c. If this project has an actual or potential impact on the environment, has an exemption been authorized or an environmental assessment (EA) or environmental impact statement (EIS) been performed? <input type="radio"/> Yes <input type="radio"/> No 4.d. If yes, please explain:	
5. Is the research performance site designated, or eligible to be designated, as a historic place?* <input type="radio"/> Yes <input checked="" type="radio"/> No	
5.a. If yes, please explain:	
6. Does this project involve activities outside the United States or partnership with international collaborators?* <input checked="" type="radio"/> Yes <input type="radio"/> No	
6.a. If yes, identify countries:	Uganda
6.b. Optional Explanation:	
7. Project Summary/Abstract*	Filename Project_Summary.pdf
8. Project Narrative*	Project_Narrative.pdf
9. Bibliography & References Cited	Bibliography_and_references.pdf
10. Facilities & Other Resources	Facilities_and_Resources.pdf
11. Equipment	

PROJECT SUMMARY/ ABSTRACT

Makerere University College of Health Sciences (MakCHS) is the largest health training Institution in Uganda and East Africa. Majority of its biomedical research is supported by NIH funding, which for decades has been predominantly secured through sub awards from collaborating partner organizations. Over the last four years, MakCHS has registered a steady increase in its NIH direct grant awards from under USD [REDACTED] to USD [REDACTED]. This growth has increased her role and responsibility for the management of NIH grant awards, and calls for improved research administration capacity to match the need. Having been a sub recipient for many years, during which time grants oversight was largely under the stewardship of prime award recipients, most of MakCHS administrators have limited exposure to grants management processes required for rigorous management of NIH grants. They often rely on the collaborating prime recipients (who have the overall grant oversight) to interpret funding regulations for them. They struggle to comply with NIH grants policies, and this could compromise future grant funding. There is an urgent need to equip MakCHS research administrators with the right knowledge and skills for better management of NIH grants. To achieve this, we will provide two Senior Administrators with advanced training in management of NIH grants, and access to good business practices for managing NIH grant awards. This will be done through: **1)** hands on training at George Washington University (GWU) in USA, **2)** tailored training with the Grants Management Program (GMP) at NIAID-Rockville, and **3)** the NIAID regional workshop on program funding and grants administration. After training, the senior administrators will cascade lessons learnt to MakCHS junior research administrators and other administrators in the region to improve their capacity for efficient management of NIH grant awards. The training will be delivered through low-cost seminars and webinar meetings, using an approved staff-training plan. We will also implement a Research Administrator Buddy Program and an online Learning Café to provide mentorship and enhance collaboration among research administrators in the region, by providing a mechanism for consultations and sharing of grants resources. In addition, we will implement the good business practices learnt from GWU to streamline MakCHS' grants monitoring processes. A modern Grants System will be introduced to improve tracking of grant expenditures and provide real time access to grants data for informed decision-making. Existing grants management SOPs will be reviewed, updated and new ones developed where needed. By the end of the project, MakCHS grants management systems and resources will be improved for better management of NIH grants. Two MakCHS senior administrators will be transformed into proficient institutional Grants management leaders. 69 junior administrators and 56 scientists at MakCHS, plus 25 administrators in the region will have improved knowledge and skills for management of NIH grants. This will contribute to the pool of grants administration experts NIH can use as resource persons in the region.

PROJECT NARRATIVE

Most of Uganda's leading infectious diseases research is funded by International organizations such as the National Institutes of Health. Strengthening the grant acquisition and management capacity of recipient Institutions is critical for the success of current and future NIH supported research, and optimizes NIH's investment in research.

FACILITIES & OTHER RESOURCES AT MAKERERE UNIVERSITY COLLEGE OF HEALTH SCIENCES

ENVIRONMENT – CONTRIBUTION TO SUCCESS

The environment at Makerere University College of Health Sciences (MakCHS) is an ideal setting for the successful implementation the proposed training activities and good business practices for grants management. Annually, MakCHS receives more than ██████ in research funding, 15% of which from NIH, predominantly secured through sub awards. Over the last four years, MakCHS' direct NIH awards have steadily grown from under ██████ to ██████. This growth has increased MakCHS' role and responsibility for the proper management of NIH grant awards. But the grant administration capacity to match the increased responsibility has not been enhanced. Having been a sub-recipient for decades, during which time grants oversight was mainly under the prime award recipients, MakCHS administrators have limited exposure to the grants management processes required for the rigorous management of NIH grants. They often rely on the collaborating prime recipients to interpret the funding rules and regulations for them. Their skills in navigating submission and reporting platforms (e.g Grants.gov, eRA Commons, ASSIST) are limited. They struggle to comply with NIH grants policies and as a result experience many process delays and hitches, affecting timely completion of grants. This could affect future funding from NIAID/NIH. It's against this background that we propose to strengthen MakCHS' research administration capacity for efficient management of NIH grants.

All MakCHS grants are managed through its Grants Office, which provides both pre and post award grants management support to faculty and students engaged in research at Makerere University. The Grants Office established in May 2011 supports all four Schools of MakCHS including 1).The School of Biomedical Sciences, 2) School of Medicine, 3) School of Public Health, and 4) the School of Health Sciences. The office is run by 4 senior administrators and 9 grants administrators who work closely with faculty, researchers, and other administrators to ensure compliance to grants policies. Table 1 below is a summary of the different categories of administrators at MakCHS.

Table 1:

Administrative Unit	Grants Office	Project Administration	Accounting and Finance	Human Resource	Procurement	Total
No. of staff	13	26	18	7	5	69

MakCHS has the following resources to facilitate successful implementation of the proposed training and good business practices:

Training facilities: MakCHS has 4 modern training rooms, 3 boardrooms and 2 lecture theaters. The rooms have a seating capacity of up to 45 participants at a time. They are well fitted with digital presentation equipment and teaching aids like mounted projectors, projector screens, laptops, television screens and presentation clickers, for quality training delivery and recording. The rooms have internet access through the University's wireless and hardwired network. Two Boardrooms have state-of-the-art videoconferencing capabilities for videoconferencing with national and international partners including the US Hosts. As demonstrated in the Institutional letter of commitment, these facilities are available to the PI when needed to conduct meetings, trainings and webinar trainings.

MakCHS is in the process of expanding its virtual training capabilities using ECHO Zoom technology for pre and in-service training in health. This platform will be leveraged to support virtual training and ongoing support and experience sharing between MakCHS and GWU, and eventually expanded to integrate research administrators in other research Institutions in the region.

Intellectual resources: MakCHS has access to highly qualified intellectuals with extensive experience in NIH grants management (Table 2). They will provide invaluable intellectual input and constructive criticism to the project implementation team during preparation and delivery of training, and implementation of good business practices for grants management. The NIH/NIAD funded investigators at MakCHS include: Professors Nelson Ssewankambo, Moses Joloba, David Serwadda, Rhoda Wanyenze, and Fred Wabwire-

Mangen. These are senior researchers at MakCHS with several years of experience leading NIH and NIAID grants, and training undergraduate, post-graduate and PhD students. They are also key decision makers and influential Officials at Makerere University College of Health Sciences. Through their participation in the Project Advisory Committee, we will draw on their extensive experience and knowledge to provide training technical support and ensure that the proposed project activities are in line with the University's overall grants management and training strategy. They will also provide mentorship to the senior administrators. Other intellectuals in the PI's environment and network include; Ms. Susan Mugumya, a Senior Grants Manager at the Infectious Diseases Research Collaboration– Uganda. Susan leads a G11 award (1G11AI5152202). Dr. Francis Kiweewa, Head of Research at MU-Walter Reed Project – Uganda. Francis leads a G11 award (5G11HDO85538).

Table 2:

Name of intellectual	Institution	NIH Grant Number	Amount (Period)
Prof Nelson Ssewankambo	MakCHS	2R25TW009730	██████████ (2 years)
Prof Moses Joloba	MakCHS	2U24HG007051	██████████ (7 years)
Susan Mugumya	IDRC	1G11AI5152202	██████████ (18 Months)
Prof David Serwadda	MakSPH	UM1A1068619	██████████ (96 Months)/ Sub award
Prof Rhoda Wanyenze	MakSPH	1R01HDO72633	██████████ (5 years)/ Sub award
Prof Fred Wabwire-Mangen	MakSPH	1D71TW011249	██████████ (12 months)
Dr. Francis Kiweewa	Walter Reed	5G11HDO85538	██████████ (5 years)

Office space for the project: The Principal Investigator has a 50 sq.ft office in the MakCHS Grants Office. It is equipped with furniture, 2 storage cabinets and 24 hour wireless and hard wired internet access. The PI and her immediate research team will have adequate space, storage and internet for the smooth conduct and coordination of the project activities. Administrative Support services including IT services, communication and visibility for the project will be provided by MakCHS. **Computers:** The PI has two computers in her office, with modern communication technologies like Zoom, Skype and social media platforms to facilitate optimal communication among project members, trainees, US Hosts, the PAC and the PIT. The computers will facilitate preparation of training materials and efficient handling and storage of project data.

Administration support for the project: MakCHS Finance Unit will provide the full range of grants management services for this project including; financial management and accounting, procurement, human resource, administration management, and audit. MakCHS has committed (see Institutional Letter of commitment) to make these services available to this project for its proper financial management and smooth implementation over the 18 months.

Capacity building at MakCHS: For 10 years, MakCHS has been running a Seminar Series program. This program is a platform for MakCHS faculty, researchers and students to share research knowledge, build capacity and disseminate research findings. One lunch-time seminar is conducted every Wednesday, facilitated through Institutional overheads. We shall leverage this platform to deliver targeted quarterly sessions to administrators and scientists on NIH grants management, during and after the duration of this project.

Library and Information Center: MakCHS has two well-facilitated libraries – the Sir Albert Cook Library and the MakSPH Information Resource Center. Each of these has a seating capacity of 50 people and consists of more than 25 volumes of books on research administration and management. The libraries maintain e-books and a 24-hour internet connection to facilitate online searches. The libraries also provide electronic books, databases, journals for study e.g Journal for Research Administrators International. Trainees' will have access to grants administration reading materials both online and in hard copy whenever needed.

The following resources are available at our US Partner Institution to support successful execution of the proposed project:

Facilities and Resources at George Washington University (GWU)

ENVIRONMENT:

The **George Washington University** was created in 1821 through an Act of Congress, and is one of the largest higher education institutions in the District of Columbia. GWU consists of three campuses and is one of the nation's leading academic institutions with chartered centers and institutes that provide research and innovation in science and technology, health, public policy, global security, and the arts and humanities. GWU's research expenditure from federal sources is a key measure of its research activity. It increased from approximately [REDACTED] in fiscal year 2006 to over [REDACTED] in fiscal year 2019.

GWU has made the following facilities and resources available to support the training of MakCHS Senior Administrators and attainment of all the SMAC project aims. These include:

Office of Research Excellence and Grants Management Intellectual resources: The Office of Research Excellence (ORE) at George Washington University is the centralized grants management office, responsible for pre and post award administration and oversight of the University's sponsored projects. It assists researchers identify appropriate funding opportunities, submit competitive proposals and manage successful projects. In addition, it supports grants administration teaching and learning for its researchers and administrators. The courses are facilitated by pre and post award Grants Management Specialists at GWU. These specialists are available to support the training and mentoring of MakCHS senior administrators as demonstrated in the GWU letter of commitment included in this application. They have been provided the time needed to support the activities of this project.

Grants Management Training courses at GWU: Furthermore, the ORE and the [Research Enhancement Unit](#) offer training courses for researchers and research administrators, covering all stages of the sponsored projects lifecycle. The courses are offered at various times throughout the year and the majority of them have an NIH focus, to provide trainees with a solid foundation for understanding the entire pre-award and post award processes for NIH grants. Participating in these courses will equip Senior Administrators with the tools necessary for successful development and management of NIH applications and proposals. Also, senior administrators will pick important lessons that they can use for the implementation of the proposed Staff training plan at MakCHS.

Grants Management policies and toolkits at GWU: The GWU ORE has well developed policies, SOPs, templates, checklists and several tools and resources for NIH grants management. These guide GWU investigators and administrators in preparing and managing NIH grants. These are a valuable resource to the Senior Administrators at MakCHS, as they shall be used as benchmark to improve NIH grants management Standard Operating Procedures, templates, checklists, and other resources at MakCHS.

The GWU ORE has in place modern systems/technology that supports efficient management of grants. These include: **Cayuse 424** (the University's current web-based proposal submission software, which interfaces with a number of federal sponsor portals, notably Grants.gov), **GW Documents** (the University's electronic record archive), **Enterprise Accounting System** (the system that underpins all of the University's financial transactions), **GW TeamSites** (a flexible platform for business and organizational support, offering collaboration and content creation tools, built in workflows, approval processes, and document organizing features), **Huron Research Suite** (Set to go live in 2021, this system increases the amount of oversight afforded to both staff and faculty in regards to proposal and contract states). By interacting with these systems and their functionalities, the MakCHS senior administrators will enhance their knowledge of grants management systems.

Affiliated Offices that support grants management at GWU: The Office of Research Excellence works closely with a number of other offices at GWU, including: the Grants and Contracts Accounting Services, Procurement and Travel services, Division of Information technology, Human Resource Management and Development, Research Integrity and Compliance, industry and corporate relations and Technology Commercialization. These offices are available to support the training for the MakCHS senior administrators in specific areas of procurement, personnel management, ethical conduct of research, Intellectual property issues, among other areas of specific interest to NIH grants management.

Office space: The ORE has sufficient space; Team members at GWU each have a 10x11 sq. ft. furnished office equipped with computers, phones, and all the requisite office functionalities. This will provide a comfortable space to support the training and learning of the MakCHS Senior Administrators, for two weeks in year one and two weeks in year two. During their training at GWU, the MakCHS Senior Administrators will be provided appropriate space within the ORE to enable them learn comfortably and achieve the aims of the SMAC Project.

Modern facilities that support virtual engagements: GWU has adequate modern facilities to support virtual trainings and meetings. These include video conference facilities, Zoom, Microsoft team, Skype and other means. Where in-person/physical engagements are not possible due to the current COVID 19 pandemic and related travel restrictions. These facilities will also support the continued communication between the GWU Team and MakCHS Senior administrators for guidance and sharing of ideas throughout project implementation period.

Statement of Institutional support for the proposed program

This project has the full support of the management at Makerere University and George Washington University. The **Vice Chancellor for Makerere University**, the **Principal, Makerere University College of Health Sciences** and the **Office of the Vice President for Research at George Washington University** have demonstrated this support in the letters of support included in this application. The proposed Investigators have been provided the time they need to pursue the aims of this project, and have been provided access to the University training facilities, boardrooms, conference room, library and intellectual resources to support training and implementation of good business practices for NIH grants management. The activities of this program will be integrated into the MakCHS Grants administration and Management strategy, and training program for Makerere University, for lasting impact.

RESEARCH & RELATED Senior/Key Person Profile (Expanded)

PROFILE - Project Director/Principal Investigator				
Prefix:	First Name*: Stella	Middle Name	Last Name*: Kakeeto	Suffix:
Position/Title*:				
Organization Name*: MAKERERE UNIVERSITY				
Department:				
Division:				
Street1*: [REDACTED]				
Street2:				
City*: [REDACTED]				
County:				
State*:				
Province:				
Country*: UGA: UGANDA				
Zip / Postal Code*: [REDACTED]				
Phone Number*: [REDACTED]		Fax Number: -		
E-Mail*: [REDACTED]				
Credential, e.g., agency login: [REDACTED]				
Project Role*: PD/PI			Other Project Role Category:	
Degree Type: Masters Degree			Degree Year: 2013	
Attach Biographical Sketch*:		File Name:	Biosketch_StellaKakeeto.pdf	
Attach Current & Pending Support:		File Name:		

PROFILE - Senior/Key Person				
Prefix:	First Name*: Susan	Middle Name	Last Name*: Mawemuko	Suffix:
Position/Title*:	Grants and Contracts Administration Manager			
Organization Name*:	Makerere University College of Health Sciences			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	[REDACTED]			
County:	[REDACTED]			
State*:				
Province:				
Country*:	UGA: UGANDA			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number: -		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	S [REDACTED]			
Project Role*:	Co-Investigator		Other Project Role Category:	
Degree Type:	Masters Degree		Degree Year: 2010	
Attach Biographical Sketch*:	File Name:	Biosketch_SusanMawemuko.pdf		
Attach Current & Pending Support:	File Name:			

PROFILE - Senior/Key Person				
Prefix:	First Name*: Elizabeth	Middle Name	Last Name*: Nambi	Suffix:
Position/Title*:	Finance Manager			
Organization Name*:	Makerere University College of Health Sciences			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	[REDACTED]			
County:	[REDACTED]			
State*:				
Province:				
Country*:	UGA: UGANDA			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number:		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	[REDACTED]			
Project Role*:	Co-Investigator		Other Project Role Category:	
Degree Type:	Masters Degree		Degree Year: 2010	
Attach Biographical Sketch*:	File Name:	Biosketch_ElizabethNambi.pdf		
Attach Current & Pending Support:	File Name:			

PROFILE - Senior/Key Person			
Prefix: Prof.	First Name*: David	Middle Name	Last Name*: Serwadda
			Suffix:
Position/Title*:	Professor of Infectious Diseases		
Organization Name*:	Makerere University College of Health Sciences		
Department:			
Division:			
Street1*:	[REDACTED]		
Street2:			
City*:	[REDACTED]		
County:	[REDACTED]		
State*:			
Province:			
Country*:	UGA: UGANDA		
Zip / Postal Code*:	[REDACTED]		
Phone Number*:	[REDACTED]	Fax Number:	
E-Mail*:	[REDACTED]		
Credential, e.g., agency login:	[REDACTED]		
Project Role*:	Other (Specify)	Other Project Role Category:	Chair, Project Advisory Committee
Degree Type:	Masters Degree	Degree Year:	1991
Attach Biographical Sketch*:	File Name:	Biosketch__DavidSerwadda.pdf	
Attach Current & Pending Support:	File Name:		

PROFILE - Senior/Key Person			
Prefix: Prof.	First Name*: Charles	Middle Name	Last Name*: Ibingira
			Suffix:
Position/Title*:	Principal, MakCHS		
Organization Name*:	Makerere University College of Health Sciences		
Department:			
Division:			
Street1*:	[REDACTED]		
Street2:			
City*:	[REDACTED]		
County:	[REDACTED]		
State*:			
Province:			
Country*:	UGA: UGANDA		
Zip / Postal Code*:	[REDACTED]		
Phone Number*:	[REDACTED]	Fax Number: -	
E-Mail*:	[REDACTED]		
Credential, e.g., agency login:	[REDACTED]		
Project Role*:	Other (Specify)	Other Project Role Category:	Member, Project Advisory Committee
Degree Type:	Masters Degree	Degree Year:	1996
Attach Biographical Sketch*:	File Name:	Biosketch_CharlesIbingira.pdf	
Attach Current & Pending Support:	File Name:		

PROFILE - Senior/Key Person			
Prefix: Prof.	First Name*: Rhoda	Middle Name	Last Name*: Wanyenze
			Suffix:
Position/Title*:	Dean, Makerere University School of Public He		
Organization Name*:	Makerere University College of Health Sciences		
Department:			
Division:			
Street1*:	[REDACTED]		
Street2:			
City*:	[REDACTED]		
County:	[REDACTED]		
State*:			
Province:			
Country*:	UGA: UGANDA		
Zip / Postal Code*:	[REDACTED]		
Phone Number*:	[REDACTED]	Fax Number:	
E-Mail*:	[REDACTED]		
Credential, e.g., agency login:	[REDACTED]		
Project Role*:	Other (Specify)	Other Project Role Category:	Member, Project Advisory Committee
Degree Type:	Phd	Degree Year:	2010
Attach Biographical Sketch*:	File Name:	Biosketch_RhodaWanyenze.pdf	
Attach Current & Pending Support:	File Name:		

PROFILE - Senior/Key Person			
Prefix: Prof.	First Name*: Fred	Middle Name	Last Name*: Wabwire-Mangen
			Suffix:
Position/Title*:	Professor of Infectious Diseases		
Organization Name*:	Makerere University College of Health Sciences		
Department:			
Division:			
Street1*:	[REDACTED]		
Street2:			
City*:	[REDACTED]		
County:	[REDACTED]		
State*:			
Province:			
Country*:	UGA: UGANDA		
Zip / Postal Code*:	[REDACTED]		
Phone Number*:	[REDACTED]	Fax Number:	
E-Mail*:	[REDACTED]		
Credential, e.g., agency login:	[REDACTED]		
Project Role*:	Other (Specify)	Other Project Role Category:	Member, Project Advisory Committee
Degree Type:	Phd	Degree Year:	1994
Attach Biographical Sketch*:	File Name:	Biosketch_FredWabwireMangen.pdf	
Attach Current & Pending Support:	File Name:		

PROFILE - Senior/Key Person				
Prefix:	First Name*: Paul	Middle Name	Last Name*: Ndebele	Suffix: Ph.D
Position/Title*:	Research Regulatory Specialist			
Organization Name*:	George Washington University			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	Washington, DC			
County:	Washington			
State*:	[REDACTED]			
Province:				
Country*:	USA: UNITED STATES			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number:		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	[REDACTED]			
Project Role*:	Other (Specify)	Other Project Role Category: Consultant GWU		
Degree Type:	Phd	Degree Year: 2011		
Attach Biographical Sketch*:	File Name:	Biosketch_PaulNdebele.pdf		
Attach Current & Pending Support:	File Name:			

PROFILE - Senior/Key Person				
Prefix:	First Name*: Theresa	Middle Name	Last Name*: Chapman	Suffix:
Position/Title*:	Grants Specialist			
Organization Name*:	George Washington University			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	Washington, DC			
County:	Washington			
State*:	[REDACTED]			
Province:				
Country*:	USA: UNITED STATES			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number:		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	[REDACTED]			
Project Role*:	Other (Specify)	Other Project Role Category: Consultant at GWU		
Degree Type:		Degree Year:		
Attach Biographical Sketch*:	File Name:	Biosketch_TheresaChapman.pdf		
Attach Current & Pending Support:	File Name:			

PROFILE - Senior/Key Person				
Prefix:	First Name*: Micheal	Middle Name	Last Name*: Burdan	Suffix:
Position/Title*:	Research Program Manager			
Organization Name*:	George Washington University			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	Washington, DC			
County:	Washington			
State*:	[REDACTED]			
Province:				
Country*:	USA: UNITED STATES			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number:		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	[REDACTED]			
Project Role*:	Other (Specify)		Other Project Role Category: Consultant at GWU	
Degree Type:	Masters Degree		Degree Year: 2016	
Attach Biographical Sketch*:	File Name:	Biosketch_MichealBurdan.pdf		
Attach Current & Pending Support:	File Name:			

PROFILE - Senior/Key Person				
Prefix:	First Name*: Mordecai	Middle Name	Last Name*: Tayebwa	Suffix:
Position/Title*:	Senior Grants Manager			
Organization Name*:	Makerere University College of Health Sciences			
Department:				
Division:				
Street1*:	[REDACTED]			
Street2:				
City*:	[REDACTED]			
County:	[REDACTED]			
State*:				
Province:				
Country*:	UGA: UGANDA			
Zip / Postal Code*:	[REDACTED]			
Phone Number*:	[REDACTED]	Fax Number:		
E-Mail*:	[REDACTED]			
Credential, e.g., agency login:	[REDACTED]			
Project Role*:	Co-Investigator		Other Project Role Category:	
Degree Type:	Masters Degree		Degree Year: 2019	
Attach Biographical Sketch*:	File Name:	Biosketch_TayebwaMordecai.pdf		
Attach Current & Pending Support:	File Name:			

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Kakeeto, Stella

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Senior Grants Administrator, College of Health Sciences, Makerere University

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	Completion Date MM/YYYY	FIELD OF STUDY
Makerere University, Kampala, Uganda	BBA	09/2007	Administration
Uganda Management Institute	MBA.	03/2011	Project Management
Institute of Tropical Medicine Antwerp	-	05/2015	EU Grants management
London School of Hygiene and Tropical Medicine	-	05/2019	Management for EU grants

A. Personal Statement

I am a Senior Grants Administrator at Makerere University College of Health Sciences (MakCHS). With more than eight years supporting health sector donor funded programs to comply with funder and institutional grants policies and regulations, I have wide-ranging knowledge and experience in Grants and Contracts management for both prime and sub-awards. My experience includes soliciting suitable funding opportunities for research, preparing program and project research budgets, negotiating grant contracts and agreements, project tracking and reporting - both programmatic and fiscal, project risk assessment and management, budgetary compliance and grant close out. I was significantly involved in the establishment of the Grants Office at MakCHS. I contributed to the development of resource documents including the Grants Procedures Manual, Standard Operating Procedures, rates for research facilitation (perdiems, transport and safari day allowances) grants templates and checklists. I am a member of the MakCHS Grants Management Committee, and Research Capacity Building Committee. I also serve as the Coordinator for the MakCHS Small Grants Program for Makerere University junior faculty. I have a keen interest in training and mentoring research Administrators. To date, I have mentored 10 and trained over 75 research administrators in preparing proposal budgets and tracking grant compliance. In 2015, I and colleagues secured a grant from AuthorAID and trained 68 junior researchers to write winning grant proposals. I also facilitate Grants management training beyond MakCHS the most recent being at Bishop Stuart University in Western Uganda, Infectious Diseases Research Collaboration, and other colleges of Makerere University namely; College of ICT and School of [REDACTED] studies. I hope to use this G11 award if funded to strengthen research administration capacity at MakCHS and other institutions in Uganda and East Africa.

B. Positions and Honors**Positions and Employment**

2007 - 2013	Project Officer, Infectious Diseases Research Collaboration, Kampala - Uganda
2009 - 2013	Project Officer, Uganda Tuberculosis Surveillance Project, Kampala - Uganda
2010 - 2013	Project Officer, Continuous Quality Improvement Officer, Kampala - Uganda
2014 - 2016	Budget Officer, Manifest Project, Makerere University College of Health Sciences - Uganda
2015 - 2020	Grant Administrator, SPEED Project Partnership, Makerere University, Kampala - Uganda
2013 - Present	Grant Administrator, Makerere University, College of Health Sciences, Kampala - Uganda
2019 - Present	Grants Specialist, World Bank Reproductive Health Project, Makerere University - Uganda
2020 - Present	Senior Grants Officer, FHI 360 Maternal Health Project, Makerere University - Uganda

Honors

2010-2012	Fellow, Uganda Malaria Clinical Operational and Health services Research (COHRE) Training program sponsored by Forgyarty International Centre, National Institutes of Health
Oct 2013	Invited Presenter at the Multilateral Initiative for Malaria in Durban South Africa
Oct 2016	Invited Presenter at the 5 th SARIMA in Johannesburg South Africa
Apr 2017	Invited guest to the 3 rd EARIMA in Mwanza Tanzania
Sept 2019	Best Poster Presentation at the SARIMA Annual Conference on Cape Town South Africa
Nov 2019	Invited guest to the EDCTP Partnership and Networking meeting in Addis Ababa Ethiopia
May 2021	Invited presenter to the 10 th INORMS Congress in Hiroshima Japan

Other experiences and membership

2014 - present	Member of the Makerere University College of Health Sciences, School of Public Health Grants Management Committee
2014 - present	Member of the Society for Research Administrators International, based in Virginia - USA
2014 - present	Member of the Southern Africa Research and Innovations Management Association (SARIMA) based in Cape Town South Africa
2015	Participated in the staff exchange program at the Institute of Tropical Medicine, in Antwerp Belgium
2016 - present	Member of the Makerere University College of Health Sciences, School of Public Health Research Capacity Building Committee
2016 - present	Executive Secretary to the Makerere University College of Health Sciences, School of Public Health Staff saving Scheme
2017 – present	Member of the East African Research and Innovations Management Association (EARIMA) based in Dar-es-Salaam Tanzania
2020 - present	Member of the International Network of Research Management Societies (INORMS)

C. Contribution to Research Administration

Over the past 5 years, I have undertaken some research studies to address important questions in the field of research administration and add to its body of knowledge. Some of these include:

1. Understanding the alternative sources of cost share contribution in the absence of real cash commitments, which I will present at the Society for Research Administrators Annual meeting in Boston, USA in October 2020.
2. Strategies for enhancing research collaborations and networks among early career researchers, which was accepted for presentation at the INORMS 2020 in Hiroshima Japan, extended to 2021 following the current COVID-19 pandemic and
3. Under-researched Priorities for Public Health: The Case of Makerere University. This was presented at the East African Research and Innovations Management annual meeting of April 2017 and the Southern Africa Research and Innovations Management Annual meeting in Cape Town South Africa of September 2019, where it received an award for the best poster presentation.

In my service as a research administrator at MakCHS, I have coordinated the preparation and submission of over 1000 proposals. Most notable of these is the European Union funded SPEED project of Euros ██████████ for 5 years. I have also had the opportunity to serve as a member of SPEED's Executive Management Committee, coordinating the project partners and research collaborations in Uganda, South

Africa and Belgium. (*SPEED is Supporting Policy Engagements for Evidence based Decisions for Universal Health Coverage in Uganda*).

I play an active role in various research management committees of Makerere University including the MakCHS Grants Management Committee and the Research Capacity Building Committee. In my role as secretary to both these committees, I have supported the development of grants administration policies and resource documents needed for the smooth administration and management of externally funded grants at Makerere University. I led the development of the MakCHS- School of Public Health grants procedures manual, the project risk assessment and management matrix, the rates of duty facilitation for research, guidelines for research partnerships and collaborations, among others. I have also developed grants management templates for use across all University departments including MOUs, grant contracts and sub contracts, budgets, letters of support to mention but a few.

When I joined MakCHS in 2013, its annual grant income was [REDACTED]. Currently, MakCHS' annual grant income is [REDACTED]. Although I cannot claim all the credit for the increased grant income over this period, the improved grant management processes and systems that I contributed to creating have given donors confidence to engage with MakCHS in research, leading to increased grant funding.

In the past five years, I have contributed to strengthening capacity for research administration both within Makerere University and beyond. I have facilitated more than 25 training sessions on proposal writing and 38 training sessions on research administration and management. I have conducted trainings at Bishop Stuart University, a rural University in Western Uganda, Infectious Diseases Research Collaboration in Kampala, Uganda Virus Research Institute among other research Institutions in the region. In 2015, we received a highly competitive grant from AuthorAID to strengthen capacity of junior researchers in writing winning grant proposals. 68 junior faculty were successfully trained.

I play an active role in supporting research administration as a profession; Last year in September 2019, I participated in focused discussions on Research Costing for LMICs organized by the World Health Organization Essence program in Cape Town – South Africa. In November the same year, I participated in the EDCTP meeting to discuss strategies of enhancing networking among European and African scientists' hosted in Addis Ababa-Ethiopia. These discussions are very useful for generating new knowledge for the research management/ administration community of practice.

Since 2015, I have been involved in a number of Research administration networks and initiatives, as a registered member and active participant. These include; the East African Research and Innovations Management Association, the Southern African Research and Innovations management Association, the Society for Research Administrators International and the International Network of Research Management Society. Being a member to these networks has provided me the opportunity to participate in a series of workshops, seminars and meetings to discuss key issues that shape the research administration profession and community of practice.

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research support:

R01 HD090981 (NICHD)

12/01/2016 – 11/30/2020

Integrating counselling to transform HIV family planning services

This cluster RCT is assessing whether the integration of safer conception counselling into family planning services improves child bearing decision making, use of safer conception methods and contraception among HIV clients in Uganda. The study also compares a high vs. low resource intensive intervention, relative to usual care, and conduct a cost effectiveness analysis.

Role: Grants Administration Officer

Completed Research support:

[REDACTED] 03/01/2015 – 02/28/2020

[REDACTED]
Role: Grants Administration Officer

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Mawemuko, Susan

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Grants and Administration Manager

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
Makerere University, Kampala	BA	2000	Social Sciences
Makerere University, Kampala	MA. SSPM	2006	Social Sector Planning and Management Business
University of Bath, England, UK	MBA	2010	Administration/ Management

A. Personal Statement

I am a Grants Administration and Management specialist with eighteen years of experience. I have been engaged in research administration and grants management for >15 years, at various levels and have effectively managed large projects with multiple partners like the Centers for Diseases Control (CDC), National Institutes of Health (NIH), Rand Corporation, 3ie (the international initiative for impact evaluation), The Global Fund, and other international funding agencies. I am an expert in developing grants management systems, administration manuals and standard operating procedures. I was significantly involved in the establishment of the MakCHS Grants Office and led the development of its first Grants Procedures Manual and many other policies and Standard Operating Procedures. I am a member of the Grants Management and Strategic Planning Committees at MakCHS School of Public Health. I have wide experience and expertise in capacity building and mentorship programs for research administration and management at Makerere University and partner institutions like Rakai Health Sciences Program, Johns Hopkins University Distance Learning Initiative, Population Council and other surveillance programs. I am accountable for grants management and financial management of up to US [REDACTED] annually and administrative management processes for the CDC funded HIV/AIDS Fellowship Program and related sub recipients. I believe I am well positioned to benefit from the proposed training and mentorship initiatives, and cascade NIH grants management knowledge to junior administrators at MakCHS and other NIH recipient Institutions in the region.

1. Matovu JKB, Wanyenze RK, **Mawemuko S**, Wamuyu-Maina G, Bazeyo W, Olico-Okui, Serwadda D. Building Capacity for HIV/AIDS Program Leadership and Management in Uganda through Mentored Fellowships. *Global Health Action*, 2011 Feb 24; 4. doi: 10.3402/gha.v4i0.5815
2. Matovu JK, Wanyenze RK, **Mawemuko S**, et al. Building capacity for HIV/AIDS program leadership and management in Uganda through mentored Fellowships. *Glob Health Act* 2011; 4: 5815.

B. Positions and Honors

Positions and Employment

- 2002- Administrative Secretary, MakSPH – CDC Fellowship Program, Kampala, Uganda
- 2002 - 2008 Program Administrator, MakSPH – CDC Fellowship Program, Kampala, Uganda
- 2009 - 2011 Program Officer, MakSPH-CDC Fellowship Program in Kampala, Uganda
- 2011 - Grants and Administration Manager, Public Health Fellowship Program
- 2015 - Team Lead Grants, MakCHS - School of Public Health

Other experiences and Professional Memberships

- 2006 - 2009 Board Member, African Field Epidemiology Network (AFENET)
- 2006 - Member, Society for Research Administrators International
- 2010 - Member, Association of MBAs
- 2010 - Member, Chartered Management Institute
- 2010 - Member, MBA writers

Honors

- 2005 Makerere University School of Public Health Award in recognition of Excellent Performance and due diligence in Administration
- 2010 AMBA (Association of MBAs) MBA Student of the Year
- 2010 University of Bath School of Management, Steve Huckvale Scholar
- 2010 University of Bath School of Management International student scholar
- 2014 Makerere University School of Public Health Distinguished Long Service Award

C. Contributions to research administration

I have made significant contribution to strengthening financial management capacity at Makerere University and its ten (10) constituent colleges. This includes training and mentoring research administrators in Makerere University. In the past 15 years, I have trained more than 30 research investigators in proposal budget preparation, drafting bio sketches, writing the facilities and resources pages, grant reporting, grant close out processes and many other areas of research administration.

As a member of the MakCHS Grants Management Committee, Research Capacity building Committee and Strategic Planning Committee, I have supported the development of grants management policies, support resources like the grants manual, standard operating procedures and templates to support quality research management at MakCHS. This has strengthened grants management internal controls and enhanced grants compliance at Makerere University and partner institutions. I was significantly involved in the establishment of the MakCHS Grants Office in 2011, and continue to support this office as the Team Lead.

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research Support

1U2GGH001353 (CDC) 04/1/2016 - 03/31/2021
Strengthen Uganda Ministry of Health capacity to execute its essential public health functions through provision of technical assistance public health workforce development and institutional capacity
Role: Business Official

Completed Research Support

R01 MH077512 (NIH) 05/01/2008 – 04/31/2014
Client centered counselling during routine/ Opt-Out HIV-Testing in Uganda. These research under this award adapted and tested an effective theory based brief client centered prevention for positives intervention designed to decrease risky sexual behavior to the primary prevention setting of opt-out HIV RTC in Uganda.
Role: Business Official

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Nambi, Elizabeth

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Finance Manager, College of Health Sciences, Makerere University

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	Completion Date MM/YYYY	FIELD OF STUDY
Makerere University, Kampala, Uganda	B.Com	09/2001	Accounting
Makerere University, Kampala, Uganda	MBA.	03/2010	Finance
Association of Chartered Certified Accountants	ACCA	10/2014	Accounting
Association of Certified Public Accountants	CPA	10/2017	Accounting

A. Personal Statement

I am a versatile, analytical and influential person in the areas of accounting and financial management for grants. Having served Makerere University for over fifteen years, I have a lot of experience in the University's financial planning and financial advisory functions. I have the unique ability to collect and analyze information, digest facts/figures and quickly grasp complex technical issues especially in the field of accounting and finance for grant projects. I have proven ability to manage and complete projects to the highest standard, with a meticulous attention to detail and within agreed deadlines. Currently I manage an annual grants portfolio amounting to [REDACTED] from 112 donor-funded projects. I have kept an excellent relationship with not only Makerere University staff, but also our funders – international, regional and local. During my twenty years of service, I have been recognized as a person who performs duties with due diligence, high level of professionalism, efficiency and effectiveness right from my early years as an Assistant Accountant to where I am now as a Finance Manager. I commit to support the financial management training and mentorship interventions of this project, and successful implementation of the good business practices specifically the Grants Tracking Module.

B. Positions and Honors

Positions and Employment

2001- 2003	Project Accountant, Institute of Public Health, Kampala - Uganda
2003 -2012	Accountant, Makerere University School of Public Health, Kampala - Uganda
2012 - date	Finance Manager, Makerere University School of Public Health, Kampala - Uganda

Honors

Dec 2013	Award from Makerere University for distinguished service for excellent financial management
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Dec 2016 Award from Makerere University for excellent performance and due diligence in award administration

Other experiences and membership

2013 Administrative and Financial Management training at the Institute of Tropical Medicine, Antwerp

2014 - present Member of the Makerere University College of Health Sciences, School of Public Health Grants Management Committee

2014 Essentials of Project Management facilitated by Inside NGO now Humentum

2014 - present Member of the Society for Research Administrators International, based in Virginia - USA

2014 - present Member of the Association of Chartered Certified Accountants (ACCA)

2015 Financial management and administrative compliance of USAID/CDC Awards

2015 Financial Fraud Prevention and Detection/coupled with Computer Security

2016 - present Member of the Makerere University College of Health Sciences, School of Public Health Research Capacity Building Committee

2016 - present Treasurer to the Makerere University College of Health Sciences, School of Public Health Staff saving Scheme

2017 - present Member of the Certified Public Accountants, Uganda

C. Contribution to Research Administration

In my 20 years' service as a finance management professional, I have supported the development and tracking of more than 1500 proposal budgets from a range of funders including the National Institutes of Health, the Centers for Disease Control, the United States Agency for International Development, the European Union, Global Fund, UN agencies and many other funding agencies. Examples of these include the NIH funded HIV Prevention Trials Network (UM1A1068619), another NIH funded - Determinants of use of safer conception strategies among HIV clients in Uganda (1R01HD072633), the USAID funded [REDACTED] for five years), the CDC funded Monitoring and Evaluation Technical Assistance Project ([REDACTED] for five years), and many others.

I have contributed to strengthening financial management capacity at Makerere University and its ten (10) constituent colleges. In the past 15 years, I have trained over 70 research investigators in good financial management practices for non-financial managers. In addition, I have coached and mentored over 100 research administrators in proposal budget development, budget tracking, financial accountability best practices for externally funded grants and financial management requirements for grant close out.

I am a member to five research management committees of Makerere University including the MakCHS Grants Management Committee, the Research Capacity Building Committee, and the MakCHS Finance Management Committee. As a member to these committees, my role is to ensure that Makerere University has the policies and resource documents needed for the smooth financial management of externally funded grants. I led the development of the MakCHS- Finance Management manual, participated in the development of the project risk assessment and management matrix, the rates of duty facilitation for research, financial reporting tools, tax compliance, cash and petty cash management, among others. I have also participated in developing finance management templates and checklists for use by grants administrators and research investigators in Makerere and beyond. This has strengthened grants management internal controls and enhanced grants compliance at Makerere and partner institutions.

When I joined MakCHS in 2001, its annual grant income was less than [REDACTED]. Currently, MakCHS' annual grant income is [REDACTED]. The improved financial management processes and systems I contributed to putting in place have given funders confidence to collaborate with MakCHS for research. To date, MakCHS has more than 500 research collaborators, local, regional and international, and has been favourably evaluated by the [REDACTED], CDC, and UN Agencies like [REDACTED] through their HACT assessments.

D. Additional Information: Research Support and/or scholastic performance

Ongoing Research Support

UM1A1068619 06/01/2012 – 11/30/2020
HIV Prevention Trails Network Leadership Group (HPTN)
Role: Business Official

Completed Research Support

R21 MH098657 (NIH) 09/11/13 – 07/31/2016
Community HIV Testing and Linkage to care in Uganda
This project used mixed methods to explore barriers to community HIV Testing in fisher folk communities; to develop and pilot test a linkage to care intervention that is integrated into post-test counselling
Role: Business Official

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Serwadda, David

eRA COMMONS USER NAME (credential, e.g., agency login): ██████████

POSITION TITLE: Professor and Former Dean, School of public Health, Makerere University

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
Makerere Medical School, Kampala, Uganda	M.B.Ch,B	05/1982	Medicine
Newcastle Upton Tyne Medical School, UK	M.Sc.	07/1987	Medicine
Makerere Medical School	M.Med	05/1990	Internal Medicine
Johns Hopkins Bloomberg Sch of Public Health	MPH	07/1991	Public Health

A. Personal Statement

I am an Infectious disease epidemiologist and physician, a Professor, and former Dean of the School of Public Health at Makerere University College of Health Sciences in Kampala, Uganda. Most of my research work has been in infectious diseases. With colleagues, I was the first to identify "Slim disease" as AIDS in Uganda in 1982, and have over 30 years of clinical and community research experience in HIV and related fields, including randomized trials of HIV prevention, HIV epidemiology and implementation and social/behavioural sciences. I am a founding member of the Rakai Health Sciences Program (RHSP) in Uganda (initiated in 1988), and continue to be the Ugandan PI of the Rakai Community Cohort Study (RCCS). I am also PI of the PEPFAR funded HIV prevention and care program for Rakai District, and PI on an a CDC funded Combination HIV Prevention Intervention Evaluation research grant to assess coverage of combined HIV prevention (CHP) and effects on HIV incidence, prevalence and risk behaviours. I have collaborated as Ugandan PI on several NIH training grants and have mentored numerous doctoral and masters students at Makerere University. In 2014, I joined the HPTN network as a member of the leadership and the executive committee as HPTN's International Lead Investigator. I am involved in several research management committees of Makerere University. For eight years, I am the Chair of the Makerere University College of Health Sciences, School of Public Health Grants Committee. I am also chair of the MakCHS research capacity building committee, and a Co-chair of the Makerere University Research and Innovations Fund. Given my leadership background, and experience in NIH grants, I am happy to support the proposed capacity strengthening initiatives and implementation of good business practices for more efficient management of NIAID/NIH grants at MakCHS. I also commit to ensure their integration and sustainability for long term impact.

B. Positions and Honors**Positions**

1984-1985 Resident (Senior House Officer), Dept. Int. Med, Mulago Hospital, Makerere University, Uganda

1985-1986 Resident, Dept. Clin. Biochem/Metabolic Med., Royal Victoria, Newcastle Tyne Univ. UK
 1986-1989 Resident, Dept. of Internal Medicine, Mulago Hospital, Makerere University, Uganda
 1989-1992 Registrar, Dept. of Medicine, Mulago Hospital, Makerere University, Uganda
 1992-1999 Senior Lecturer in Infectious Epidemiology, Inst. Of Public Health, Makerere University, Kampala
 1989-2017 Executive director, Rakai Health Science Program
 1999-2002 Head, Department of Disease Control and Environmental Health, Institute of Public Health, Makerere University, Kampala
 1999-2008 Associate Professor, Institute of Public Health, Makerere University, Kampala
 2003-2007 Director, Institute of Public Health, Makerere University, Kampala, Uganda.
 2007-2009 Dean, School of Public Health, Makerere University College of Health Sciences
 2008-Present Director, HIV/CDC fellowship training Program
 2008-Present Professor, School of Public Health, Makerere University College of Health Sciences

Honors

1985-86 British Council Fellowship
 1990-91 Rockefeller Fellowship
 2010- Johns Hopkins Bloomberg School of Public Health Alumni Knowledge of the World Award
 2011- Honorary Doctorate Degree, Johns Hopkins University
 2011- Elected, Fellow of the National academy of Medicine, US
 2012- Fellow, Uganda National Academy of Science
 2012- Fellow, American Academy of Microbiology

Other experiences and membership

1998-2003 Member, Board of Directors, Stone Network Inc, (International programs for reconciliation and community health)
 1999-2000 Board Member; Medical Committee, Church of Uganda
 2003- Co-Chair, Global HV Prevention Working Group
 2004-2010 Board member, Health System Trust of South Africa
 2005-2009 Drug Safety Monitoring Board, Partners in Prevention HSV/HIV transmission study
 2005- Board Member, Uganda Health Marketing group
 2006- Johns Hopkins University Society of Scholars
 2008- Chair, Higher Education Alliance for Leadership through Health (HEALTH)
 2008- Drug Safety Monitoring Board, Partners PrEP study
 2008-2010 Co-Chair, Institute of Medicine, Committee on long-term burden of HIV/AIDS infection in Africa
 2009-2010 Member, Wellcome Trust Population and Public Health Committee
 2012-2015 Chair, Board of Trustees, The AIDS Support Organization (TASO), Uganda
 2014- International Lead Investigator, Member, HPTN Executive Committee

C. Contribution to Science

The Rakai Health Sciences Program was among the first studies of HIV dynamics, including HIV prevalence, incidence and risk factors, to be conducted at the population level in sub-Saharan Africa. Among other findings, we showed marked heterogeneity of infection with high rates of disease in fishing communities and trading communities on main international highways, and found that high rates of alcohol use in these communities were associated with HIV and IPV risk.

- **Serwadda, D.** Mugerwa, R. D. Sewankambo, N. K. Lwegaba, A. Carswell, J. W. Kirya, G. B. Bayley, A. C. Downing, R. G. Tedder, R. S. Clayden, S. A. Slim disease: a new disease in Uganda and its association with HTLV-III infection. **Lancet** 1985,2:849-52. PMID: 2864575
- Wawer MJ, Sewankambo NK, Berkley S, **Serwadda D**, Musgrave, SD, Gray RH, Musagara M, Stallings R, Konde-Lule JK. Incidence of HIV-1 in a rural district of Uganda. *British Medical Journal* 308:171-3, 1994. PMID: PMC2542521
- **Serwadda, D.** Wawer, M. J. Musgrave, S. D. Sewankambo, N. K. Kaplan, J. E. Gray, R. H. HIV risk factors in three geographic strata of rural Rakai District, Uganda. **AIDS** 1992,6:983-9. PMID:

1388911

My colleagues and I in the RHSP have conducted extensive studies on methods of enhancing combination HIV prevention and care and prevention of intimate partner violence. Results suggest that improved utilization is feasible, but that optimizing results will require multiple levels of intervention.

- Grabowski MK, **Serwadda DM**, Gray RH, Nakigozi G, Kigozi G, Kagaayi J, Ssekubugu R, Nalugoda F, Lessler J, Lutalo T, Galiwango RM, Makumbi F, Kong X, Kabatesi D, Alamo ST, Wiersma S, Sewankambo NK, Tobian AAR, Laeyendecker O, Quinn TC, Reynolds SJ, Wawer MJ, Chang LW; Rakai Health Sciences Program. HIV Prevention Efforts and Incidence of HIV in Uganda. *N Engl J Med*. 2017 Nov30 ;377(22):2154-2166. PMID: PMC5627523
- Chang LW, Nakigozi G, Billioux VG, Gray RH, **Serwadda D**, Quinn TC, Wawer MJ, Bollinger RC, Reynolds SJ. Effectiveness of Peer Support on Care Engagement and Preventive Care Intervention Utilization Among Pre-antiretroviral Therapy, HIV-Infected Adults in Rakai, Uganda: A Randomized Trial. *AIDS Behav*. 2015 Aug 14. PMID: PMC4567424
- Nakigozi G, Makumbi FE, Bwanika JB, Atuyambe L, Reynolds SJ, Kigozi G, Nalugoda F, Chang LW, Kiggundu V, **Serwadda D**, Wawer MJ, Gray RH, Kanya MR. Impact of patient-selected care buddies on adherence to HIV care, disease progression and conduct of daily life among pre-antiretroviral HIV-infected patients in Rakai, Uganda: a randomized controlled trial. *J Acquir Immune Defic Syndr*. 2015 Jun 1. PMID: PMC4556592
- Wagman JA, Gray RH, Campbell JC, Thoma M, Ndyababo A, Ssekasanvu J, Nalugoda F, Kagaayi J, Nakigozi G, **Serwadda D**, Brahmbhatt H. Effectiveness of an integrated intimate partner violence and HIV prevention intervention in Rakai, Uganda: analysis of an intervention in an existing cluster randomised cohort. *Lancet Glob Health*. 2015 Jan;3(1):e23-33. PMID: PMC4370228

Based on observational data from the Rakai Community Cohort Study, we hypothesized that the prevention of sexually transmitted infections (STIs) may reduce HIV incidence. We also hypothesized that safe medical male circumcision may be protective of HIV and STIs in men. We conducted randomized controlled trials to test these theories. Although the trial of STI control had a negative result, we showed that MMC reduces HIV acquisition in men by ~60%, is safe, and reduces selected STIs and genital ulcer disease in both infected and uninfected men. However, MMC did not reduce HIV transmission from HIV+ men to female partners, but it did reduce HPV, GUD, TV and BV in female partners.

- Wawer, M. J. Sewankambo, N. K. **Serwadda, D.** Quinn, T. C. Paxton, L. A. Kiwanuka, N. Wabwire-Mangen, F. Li, C. Lutalo, T. Nalugoda, F. Gaydos, C. A. Moulton, L. H. Meehan, M. O. Ahmed, S. Gray, R.H. Control of sexually transmitted diseases for AIDS prevention in Uganda: a randomised community trial. Rakai Project Study Group. *Lancet* 1999, 353:525-35. PMID: 10028980
- Gray RH, Kigozi G, **Serwadda D**, Makumbi F, Watya S, Nalugoda F, Kiwanuka N, Moulton LH, Chaudhary MA, Chen MZ, Sewankambo NK, Wabwire-Mangen F, Bacon MC, Williams CF, Opendi P, Reynolds SJ, Laeyendecker O, Quinn TC, Wawer MJ. [Male circumcision for HIV prevention in men in Rakai, Uganda: a randomised trial](#). *Lancet*. 2007 Feb 24;369(9562):657-66. PMID: 17321311
- Wawer, M. J. Makumbi, F. Kigozi, G. **Serwadda, D.** Watya, S. Nalugoda, F. Buwembo, D. Ssempijja, V. Kiwanuka, N. Moulton, L. H. Sewankambo, N. K. Reynolds, S. J. Quinn, T. C. Opendi, P. Iga, B. Ridzon, R. Laeyendecker, O. Gray, R. H. Circumcision in HIV-infected men and its effect on HIV transmission to female partners in Rakai, Uganda: a randomised controlled trial. *Lancet*. 2009 Jul 18;374(9685):229-37. PMID: PMC2905212
- **Serwadda, D.** Wawer, M. J. Makumbi, F. Kong, X. Kigozi, G. Gravitt, P. Watya, S. Nalugoda, F. Ssempijja, V. Tobian, A. A. Kiwanuka, N. Moulton, L. H. Sewankambo, N. K. Reynolds, S. J. Quinn, T. C. Oliver, A. E. Iga, B. Laeyendecker, O. Gray, R. H. Circumcision of HIV-infected men: effects on high-risk human papillomavirus infections in a randomized trial in Rakai, Uganda. *JID*. 2010 May 15;201(10):1463-9. PMID: PMC2862639
- Tobian AAR, **Serwadda D**, Quinn TC, Kigozi G, Gravitt PE, Laeyendecker O, Charvat B Ssempijja,

V, Riedesel M, Oliver AE, Nowak R G, Moulton LH, Chen MZ, Reynolds SJ, Wawer MJ, Gray RH. Male circumcision for the prevention of HSV-2 and HPV infections and syphilis. **New Engl J Med**. 2009 Mar 26;360 (13):1298-309. PMID: PMC2676895

The dynamics of the HIV epidemic. My colleagues and I conducted some of the earliest studies of HIV dynamics in an African population and we continue to conduct population-level epidemiology. Recently, using HIV sequencing phylodynamics and geospatial epidemiology, we have shown that a substantial proportion of HIV incident infection is due to introductions from external partners, indicating that prevention measures will have to consider extensive sexual networks and target highly mobile high HIV prevalence populations.

- Quinn, T. C. Wawer, M. J. Sewankambo, N. **Serwadda, D.** Li, C. Wabwire-Mangen, F. Meehan, M. O. Lutalo, T. Gray, R. H. Viral load and heterosexual transmission of human immunodeficiency virus type 1. Rakai Project Study Group. **N Engl J Med**. 2000,342:921-9. PMID: 10738050
- Santelli JS, Edelstein ZR, Wei Y, Mathur S, Song X, Schuyler A, Nalugoda F, Lutalo T, Gray R, Wawer M, **Serwadda D.** Trends in HIV acquisition, risk factors and prevention policies among youth in Uganda, 1999-2011. *AIDS*. 2015 Jan 14;29(2):211-9. PMID: PMC6668715
- Kong X, Kigozi G, Ssekasanvu J, Nalugoda F, Nakigozi G, Ndyanabo A, Lutalo T, Reynolds SJ, Ssekubugu R, Kagaayi J, Bugos E, Chang LW, Nanlesta P, Mary G, Berman A, Quinn TC, **Serwadda D,** Wawer MJ, Gray RH. Association of Medical Male Circumcision and Antiretroviral Therapy Scale-up With Community HIV Incidence in Rakai, Uganda. *JAMA*. 2016 Jul 12;316(2):182-90. PMID: PMC5027874
- Chang LW, Grabowski MK, Ssekubugu R, Nalugoda F, Kigozi G, Nantume B, Lessler J, Moore SM, Quinn TC, Reynolds SJ, Gray RH, **Serwadda D,** Wawer MJ. Heterogeneity of the HIV epidemic in agrarian, trading, and fishing communities in Rakai, Uganda: an observational epidemiological study. *Lancet HIV*. 2016 Aug;3(8):e388-96. PMID: PMC4973864

Non-communicable diseases:

With colleagues, I have contributed to studies of non-communicable diseases within the Rakai Community Cohort Study:

1. Sander LD, Newell K, Ssebowa P, **Serwadda D,** Quinn TC, Gray RH, Wawer MJ, Mondo G, Reynolds S. Hypertension, cardiovascular risk factors and antihypertensive medication utilisation among HIV-infected individuals in Rakai, Uganda. *Trop Med Int Health*. 2015 Mar;20(3):391-6. PMID: PMC4308448
2. Stabinski L, Reynolds SJ, Ocama P, Laeyendecker O, Ndyanabo A, Kiggundu V, Boaz I, Gray RH, Wawer M, Thio C, Thomas DL, Quinn TC, Kirk GD; Rakai Health Sciences Program. High prevalence of liver fibrosis associated with HIV infection in rural Rakai, Uganda. *Antivir Ther*. 2011;16:405-11. PMID: PMC3142695
3. [Lucas GM](#), [Clarke W](#), [Kagaayi J](#), [Atta MG](#), [Fine DM](#), [Laeyendecker O](#), [Serwadda D](#), [Chen M](#), [Wawer MJ](#), [Gray RH](#). Decreased kidney function in a community-based cohort of HIV-Infected and HIV-negative individuals in Rakai, Uganda. *JAIDS*, 2010; 55: 491-4. PMID: PMC2974780
4. Saylor D, Nakigozi G, Nakasujja N, Robertson K, Gray RH, Wawer MJ, Sacktor N. Peripheral neuropathy in HIV-infected and uninfected patients in Rakai, Uganda. *Neurology*. 2017 Aug 1;89(5):485-491. PMID: PMC5539731

Publications:

<https://www.ncbi.nlm.nih.gov/myncbi/david.serwadda.1/bibliography/48340578/public/>

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research Support

R01 AI114438

Wawer (PI)

07/01/2014-07/31/2019

Evaluating Demand Generation (Stylish Man) for HIV/Family Planning Services Rakai

We will test a novel approach to promoting services, the Stylish Man Program, which “demedicalizes” HIV prevention and care. Both radio messages and community mobilization will be tested in a randomized trial; if the

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Ibingira Charles Benstons Rukambura

eRA COMMONS USER NAME (credential, e.g., agency login): ██████████

POSITION TITLE: Principal, College of Health Sciences, Makerere University

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
Makerere University Kampala	Bachelors	1982-1988	MChB
Makerere University, Kampala	Masters	1993-1996	M. Med (General Surgery)
College of Surgeons of East, Central & Southern Africa	Fellowship	2002	FCS
University of Cape Town	Diploma	2002-2007	International Research Ethics

A. Personal Statement

Dr. Charles Ibingira is the Principal Makerere University College of Health Sciences. He is the former Dean School of Biomedical Sciences College of Health Sciences, Makerere University. He is an active General Surgeon and an Assoc. Professor Department of Anatomy and a member of the College since 1996, He is the founder Faculty for the Biomedical engineering, master of science in immunology, master of health sciences in Bioethics programs at Makerere University, He was the associate dean faculty of medicine and coordinated the biggest PhD program funded by Sida, and graduated over 42 PhDs in the college of health sciences. He has been involved in development of several other curricular for academic programs and has evaluated a number of academic programs both undergraduate and graduate for other Universities on behalf of the National Council for higher Education of Uganda. Has supervised and mentored several masters and other graduate students. He is a senior researcher with a lot of interest in training and capacity strengthening for faculty researchers and research management professionals. From 2004, to date, he has climbed the leadership ladder, from head of department, to deanship and now principal of Makerere college of health sciences, in addition, he sits on various training advisory and steering committees of big projects, including the ADB, funded \$38 million USD, East African Oncology Centre of excellence jointly implemented by the college of health sciences and the Uganda Cancer Institute. Further, He serves as a TAC Member of the NIH D43 Training grant on Expanding independent research capacity in HIV associated Malignancies in Uganda which is implemented by Uganda Cancer Institute in close partnership with the College of Health Sciences (NIH/D43-TW009759-04). He has served as a TAC member for several D43 grants, and CO-PI of a D71 that helped to successfully apply for a D43 grant from Forgy that is ongoing. Being a team lead on several Training advisory Committees and being Principal MakCHS, Prof Ibingira is well suited to support the sustainability of our proposed training and good business practices interventions. He is also a member of this project's Advisory Committee.

B. Positions and Honors

Positions and Employment

1993-1996	M. Med residency in general surgery Makerere University / Mulago Hospital
1988-1989	Internship General Surgery & Pediatrics, Mulago National Teaching Hospital
2006-2007	Diploma in International Research Ethics at IRENSA, University of Cape Town Republic of South Africa
2002 -	Awarded Fellowship of the College of Surgeons of East, Central and Southern Africa FCS (COSECSA)
2003 -	Senior Lecturer, Department of Anatomy, Makerere University College of Health Sciences
2004 - 2007	Head of Department Anatomy/ Medical Illustrations, Makerere University College of Health Sciences
2007- 2019	Chairman Faculty of Medicine and Research and Ethics Committee /Chair of higher Degrees Committee
2011 To date	Associate Professor Department of Anatomy
2011- 2015	Dean School of Biomedical Sciences, Makerere University
2015 To date	Principal, College of Health Sciences, Makerere University

Other Experience and Professional Memberships

1997 To date	Member of the Association of Surgeons of Eastern and Central Africa (ASEA)
1996 To date	Member of the Association of Surgeons of Uganda (ASOU)
2002 - 2005	Director National Medical Stores
2002 - 2004	Personnel and Administration Committee: National Medical Stores
2003 – 2005	Uganda Gastroenterology Society
2003 – 2004	Chairman, Appointments Board, Ndejje University, Uganda
2002 – To date	Council Member Ndejje University
2004 – 2006	Member of the Uganda Gastroenterology Society
2003	Member of the Applied Research Ethics National Association (ARENA)
2008 To date	Vice Chair of the bioethics Working group of Uganda National Council of Science and Technology (UNCST)
2011 To date	Board Member, Joint Clinical Research Center (JCRC), Kampala, Uganda
2011 To date	Board Member, Infectious Diseases Institute (IDI), Kampala, Uganda

C. Contributions to Science

Innovative Research in Cancer Research: As member of the Training advisory Committee for the D43 Grant on HIV Defining Malignancies. I have been actively involved in providing assistance in clinical grading and assessment of solid tumors and evaluation of anatomical site and progression of end stage disease. In this role I was able to train doctors on predictive role of clinical markers on Cancer Stage. I have also contributed to new knowledge in clinical presentation and management of several cancers such as Cancer of the Stomach where in some of these studies, new insights on the correlation of cancer and geographical region was reported: Ibingira, C. B. R. "Management of the cancer of the stomach in Mulago Hospital Kampala, Uganda." *East African medical journal* 78.5 (2001): 233-237.

Innovative Research in Surgery: I have several years of experience in surgical procedures and anatomical studies. One example of one of my recent efforts include evaluation of low cost mesh in repair of Groin Hernia, this study reported that a low-cost mesh can be used in hernia repair with excellent clinical outcomes that do not differ significantly from those achieved with commercial mesh. These results support the use of low-cost mesh for hernia repair in resource-scarce settings, after appropriate training of the staff performing the procedures

- Jenny Löfgren, M.D., Ph.D., Pär Nordin, M.D., Ph.D., **Charles Ibingira, M.D.** et al, A Randomized Trial of Low-Cost Mesh in Groin Hernia Repair; *NEngl J Med* **2016;374:146-53.**
- CBR Ibingira**, J Tumwine, P.Nankabirwa, J.Nankunda. Prevalence of child injuries in Eastern Uganda Mbale region, East and Central African journal of surgery vol 21. Number 1, 2016, 65-72.ii
- Andrew L.Okwi, Gabriel S, Bimenya, **Charles Ibingira** Et al; The reference range of serum Magnesium substance concentration among healthy young adults at Makerere University College of health sciences 2012; *Tanzanian journal of health research* vol 18 No 2016.

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Wanyenze, Rhoda, K

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Professor and Dean, School of Public Health, College of Health Sciences, Makerere University.

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	COMPLETION DATE	FIELD OF STUDY
Makerere University, Kampala, Uganda	MB ChB	01/93	Medicine, OB/GYN, Pediatrics, Surgery & Public Health
Business Skills Trust/Uganda National Chamber of Commerce, Kampala, Uganda	-	05/98	Project Planning and Management
Makerere University, Kampala, Uganda	MPH	12/02	Public Health
Makerere University, Kampala, Uganda	-	10/02	[REDACTED] and Health Care Management
University of California, San Francisco,	-	06/03	Clinical Research
University of Antwerp/Institute of Tropical Medicine, Antwerp, Belgium	PhD	07/10	Medical Sciences

A. Personal Statement

I am a Professor and Dean at Makerere University School of Public Health. I have vast experience in infectious diseases program management, research, and capacity building in Uganda, especially in HIV and TB. I have been engaged in HIV programming for >24 years, at various levels (clinical, program management, research, and policy development) and have effectively managed large-scale service and research projects with multiple partnerships. I have particularly coordinated service and research projects among key and priority populations in Uganda, including sex workers, men who have sex with men and fishing communities. For the past 12 years, I have been involved in NIH grant-funded research as PI and Co-Investigator. I have also implemented various HIV research studies with funding from the Global Fund, Centers for Disease Control and Prevention (CDC), [REDACTED]

[REDACTED] and the [REDACTED] and have published >110 peer-reviewed papers in this field. I have served on various management and capacity building committees of Makerere University and have been engaged in capacity building and mentorship programs for the past 10 years as the Program Director for the CDC funded Fellowship program at the School of Public Health. Through this program, we have offered two-year fellowships to >100 trainees and 9-month Fellowships to >300 trainees with tremendous results (>90% of our graduates are employed in mid-senior management levels within Uganda). Additionally, we have trained >2000 individuals within the health sector through various short courses. I have also supervised >20 graduate students to completion and mentored other faculty within the University. I am currently the PI for a CDC funded grant that provides support for field epidemiology Fellowships and graduate training at the School of Public Health. Through these experiences, I have developed capabilities to provide mentorship

and support to emerging professionals in research and programs. I am happy to support the proposed SMAC project successfully achieve the proposed training and mentorship initiatives.

B. Positions and Honors

Positions and Employment

1993-1994	Intern Doctor, Mulago Hospital, Kampala, Uganda
1994-2000	Medical Officer, Mbuya Military Hospital, Kampala, Uganda
2002-2004	Fellow, Makerere Institute of Public Health-CDC HIV/AIDS Fellowship, Kampala, Uganda
2004-2008	Program Manager, Mulago-Mbarara Teaching Hospitals' Joint AIDS Program, Uganda
2008-2012	Program Manager, MakSPH-CDC Fellowship Program, Kampala, Uganda
2008-2010	Honorary Lecturer, MakSPH, Kampala, Uganda
2010-2013	Lecturer, MakSPH, Department of Disease Control and Environmental Health, Kampala, Uganda
2012-	Program Director, MakSPH-CDC Fellowship Program, Kampala, Uganda
07/2013-	Assoc. Prof, MakSPH, Department of Disease Control and Environmental Health, Kampala, Uganda
10/2017-	Dean, Makerere University College of Health Sciences, School of Public Health

Other Experience and Professional Memberships

2002-2004	Coordinator/Co-investigator, Effectiveness of Inpatient HIV Counseling and Testing Study, Academic Alliance for AIDS Care and Prevention in Africa, Kampala, Uganda
2003-2005	Secretary, Uganda Network for Commercial Sex Work Interventions
2003-2005	Member, Mulago Hospital HIV/AIDS Committee, Kampala, Uganda
2004-	Member, Ministry of Health, HIV Counseling and Testing Policy Committee, Kampala, Uganda
2009-	Member, Uganda Society for Health Scientists
2009-	Chair, Ministry of Health, HIV Counseling and Testing, Policy and Research Sub Committee, Kampala, Uganda
2011-17	Board Member, Development Initiatives International (DII)
2012-2015	Board Member, The AIDS Support Organization (TASO)
2013-	Board Member, Uganda Health Marketing Group (UHMGM)
2014-	Member, Ministry of Health, HIV Strategic Information and Key Populations Committees, Kampala, Uganda

C. Contribution to Science

My previous and ongoing research has contributed to science and growth of my field of interest. My research has focused on exploring alternative models of HIV testing, linkage to HIV care and prevention post-test in the general population and among key and priority populations.

1. Bogart LM, Wagner GJ, Musoke W, Naigino R, Linnemayr S, Maistrellis E, Klein DJ, Jumamil RB, Mukasa B, Bassett IV, Giordano TP, **Wanyenze RK**. A comparison of home-based versus outreach event-based community HIV testing in Ugandan fisherfolk communities. *AIDS and Behavior*. November 2016. *AIDS Behav.* 2016 Nov 29. PMID: 27900501
2. **Wanyenze RK**, Kanya MR, Fatch R et al. Abbreviated HIV counselling and testing and enhanced referral to care in Uganda: a factorial randomised controlled trial. *Lancet Glob Health.* 2013 Sep;1(3):e137-45. doi: 10.1016/S2214-109X(13)70067-6.
3. **Wanyenze RK**, Hahn JA, Liechty CA, Ragland K, Ronald A, et al. Linkage to HIV care and Survival following inpatient HIV counseling and testing. *AIDS Behav.* 2011 May;15(4):751-60. PMID: PMC3046003
4. Kyaddondo D; **Wanyenze RK**; et al. Home-based HIV counseling and testing: Client experiences and perceptions in Eastern Uganda. *BMC Public Health.* 2012 Nov 12;12(1):966

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: WABWIRE-MANGEN FRED

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Associate Professor, School Public Health, Makerere University, Kampala, Uganda

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	MM/YY	FIELD OF STUDY
Makerere University, Kampala, Uganda	MBChB	1982	Gen Med and Surgery
Liverpool University, Liverpool, UK	DTM&H	1985	Tropical Medicine
JHU Bloomberg School of Public Health, USA	MPH	1987	Immunol/Infect Diseases
JHU Bloomberg School of Public Health, USA	PhD	1994	Epidemiology

A. Personal Statement

I was trained in Human Medicine at Makerere University, in Tropical Medicine at Liverpool University and as an infectious disease epidemiologist with a focus on HIV prevention, care and treatment at the Johns Hopkins Bloomberg School of Public Health. Since then, I have had over 25 years of experience leading research studies and teaching graduate students on infectious disease epidemiology, intervention trials, and health services research as faculty at the Makerere University School of Public Health. Notably, I have demonstrated experience leading and managing multiple HIV prevention intervention trials, including a cluster randomized trial on STD control for AIDS prevention and an individual randomized controlled trial on male circumcision for HIV prevention as senior scientist and study co-investigator at the Rakai Health Sciences Project, and as co-investigator of a Phase I and a Phase II-a HIV vaccine trial at the Makerere University Walter Reed Project. My role leading multiple capacity building projects to advance quality, equity, and cost-effectiveness of health services in Uganda culminated in my secondary appointment as the Executive Director of the Regional Center for Quality of Health Care in 2011. Given my experience in research and capacity building, I am well suited to support the SMAC project prepare and deliver successful trainings and good business practices for more efficient management of NIH grant awards.

B. Positions and Honors**Positions and Employment**

1984-1986 Medical Officer, STD Clinic, Mulago Hospital, Kampala, Uganda
 1994-1995 Senior Lecturer, Institute of Public Health, Makerere Medical School, Kampala, Uganda
 1995-1998 Head, Institute of Public Health, Makerere University, Kampala, Uganda
 1998-2003 Director, Institute of Public Health, Makerere University, Kampala, Uganda
 2003-2011 Associate Professor, Epidemiology and Public Health, Makerere University, Kampala, Uganda
 2011-2015 Executive Director, Regional Centre for Quality of Health Care
 2011- to date Executive Chair, Makerere University Walter Reed Project, Kampala Uganda
 2015- to date Associate Professor, Epidemiology and Public Health, Makerere University, Kampala, Uganda

Honors and Service (Last 5 years)

2017-current Vice Chair Amref International University Council, Nairobi Kenya 2015–current Chair, National Population Council
 2007-current Chair, Board of Directors, Infectious Diseases Research Collaborations (IDRC)
 2002-current Member, Uganda Advisory Council of AMREF
 2005–2017 Member, Board of the Uganda AIDS Commission
 2008 -2010 Member of the Scientific Advisory Board of WHO/TDR Business Line 11
 2010-current Member; The UK MRC, DFID and Wellcome Trust Joint Global Health Trials Committee

C. Contribution to Science

1. My initial publications were a result of my work as a co-investigator in the Rakai Health Sciences Program on a series of protocols to understand the epidemiology of HIV in Uganda and conduct randomized trials to identify interventions that could stem the spread of the virus in a rural population in Uganda. Our observational studies found that STIs were common in this population and were mainly asymptomatic amongst women. We therefore conducted a randomized trial intensive STD treatment using a mass treatment strategy to assess whether we could reduce the prevalence and incidence of STIs and consequently reduce HIV transmission. The results of this trial were negative showing that STI treatment did not result in a reduction in HIV incidence. The key policy recommendation was that STI treatment should be continued as a public health strategy to reduce the burden of STIs but not for HIV prevention. We then conducted a trial of male circumcision as a potential intervention to reduce HIV transmission. This was a landmark study which found the medical male circumcision reduced HIV transmission by 60% and the results were comparable to 2 other trials; one in South Africa and the other in Kenya. Medical Male circumcision was then recommended by UNAIDS as an effective intervention against HIV transmission and is now standard of care
 - a. Wawer M.J, Gray RH, Sewankambo NK, Serwadda D, Paxton L, Berkley S, McNairn D, **Wabwire-Mangen F**, Li C, Nalugoda F, Kiwanuka N, Lutalo T, Brookmeyer R, Kelly R and Quinn TC: A Randomized Community Trial of Intensive Sexually Transmitted Diseases Control for AIDS prevention, Rakai Uganda. *AIDS* 1998; 12:1211-1225.
 - b. Wawer MJ, Sewankambo NK, Serwadda D, Quinn TC, Paxton LA, Kiwanuka N, **Wabwire-Mangen F**, Li C, Lutalo T, Nalugoda F, Gaydos CA, Moulton LH, Meehan MO, Ahmed S, the Rakai Study Group, and Gray RH. Control of sexually transmitted diseases for AIDS prevention in Uganda: a randomised community trial. *Lancet* 1999;353:525-535.
 - c. Quinn TC, Wawer MJ, Sewankambo NK, Serwadda D, Li CJ, **Wabwire-Mangen F**, Meehan MO, Lutalo T, Gray RH, The Rakai Project Group: Viral Load and Heterosexual Transmission of Human Immunodeficiency Virus Type 1. *NEJM* 2000; 342(13):921-929.
 - d. Gray RH, Kigozi G, Serwadda D, Makumbi F, Watya S, Nalugoda F, Kiwanuka N, Moulton LH, Chaudhary MA, Chen MZ, Sewankambo NK, **Wabwire-Mangen F**, Bacon MC, Williams CF, Opendi P, Reynolds SJ, Laeyendecker O, Quinn TC, Wawer MJ. Male circumcision for HIV prevention in men in Rakai, Uganda: a randomised trial. *Lancet*. 2007 Feb 24;369(9562):657-66
 - e. Kigozi G, Gray RH, Wawer MJ, Serwadda D, Makumbi F, Watya S, Nalugoda F, Kiwanuka N, Moulton LH, Chen MZ, Sewankambo NK, **Wabwire-Mangen F**, Bacon MC, Ridzon R, Opendi P, Sempijja V, Setubba A, Buwembo D, Kiggundu V, Anyokorit M, Nkale J, Kighoma N, Charvat B. The safety of adult male circumcision in HIV-infected and uninfected men in Rakai, Uganda. *PLoS Med*. 2008 Jun 3;5(6):e116.
2. As a follow up of my interest in understanding the epidemiology of HIV in rural Uganda, I investigated the role of the placenta in HIV transmission among infected pregnant women (as part of my PhD research at Johns Hopkins) and the risk factors for mother-to-child transmission (MTCT) of HIV in rural Uganda (as part of my role as a co-investigator in the Rakai Health Sciences Program). We found that placental membrane inflammation secondary to bacterial vaginosis (BV) well as placental malaria played major roles in MTCT. We therefore recommended treatment of BV and malaria during pregnancy as a routine practice in ante-natal care clinics.
 - a. **Wabwire-Mangen F**, Gray HR, Mmiro FA, Ndugwa C, Abramowsky C, Wabinga H, Whalen C, Li C, Saah AJ;

Placental Membrane Inflammation and risks of Maternal-to-Infant Transmission of HIV-1 in Uganda. *JAIDS*

1999; 22(4): 379-389.

- b. Gray RH, **Wabwire-Mangen F**, G Kigozi, NK Sewankambo, D Serwadda, F Makumbi, C Li, LH Moulton, TC Quinn, MZ Chen T Lutalo, M Robb, F Nalugoda, N Kiwanuka, MP Meehan, KL O'Brien, C Gaydos, L Paxton and MJ Wawer. Randomized trial of presumptive STD therapy during pregnancy in Rakai, Uganda. *Am J Obstet Gynecol*, 2001, 185; 1209-1217
 - c. **Wabwire-Mangen F**, G Kigozi, Gray RH. Estimation of Birth Weight and Gestational Age during the First Two Weeks of life among Home Deliveries. *Int J Gynaecol Obstet*. 2002 Dec;79(3):255-7
 - d. Brahmabhatt H, Kigozi G, **Wabwire-Mangen F** et al. The effects of Placental Malaria on mother-to-child HIV Transmission in Rakai, Uganda. *AIDS* 2003;17(17):2539-2541
 - e. Gray RH, Li X, Kigozi G, Serwadda D, Brahmabhatt H, **Wabwire-Mangen F**, Nalugoda F, Kiddugavu M, Sewankambo N, Quinn TC, Reynolds SJ, Wawer MJ. Increased risk of incident HIV during pregnancy in Rakai, Uganda: a prospective study. *Lancet*. 2005 Oct 1;366(9492):1182-8
3. More recently I have pursued a research interest in **emerging infectious diseases including influenza and influenza-like illnesses, viral hemorrhagic fevers and antimicrobial resistance**. I am currently the principal Investigator of the Surveillance of Influenza Viruses among Human and Non-Human Hosts in Uganda study and the GEIS-funded Antimicrobial Resistance Surveillance in Uganda study. In 1998 we published a paper on bloodstream infections among hospitalized infections in the national referral hospital which revealed a high level of resistance to commonly used antibiotics and recommended sensitivity testing as a recommended intervention prior to initiating antibiotic therapy. We are currently analyzing data from our AMR study and publications are underway.
- a. Ssali FN, Kanya MR, **Wabwire-Mangen F**, Kasasa Simon, Joloba M, Williams D, Mugerwa RD, Ellner JJ, Johnson J: A prospective study of Community-Acquired Bloodstream Infections Among Febrile Adults Admitted to Mulago Hospital in Kampala, Uganda. *Journal of Acquired Immune Deficiency Syndromes and Human Retrovirology* 1998; 19:484-489.
 - b. Byarugaba DK, Ducatez MF, Erima B, Mworozzi EA, Millard M, Kibuuka H, Lukwago L, Bwogi J, Kaira BB, Mimbe D, Schnabel DC, Krauss S, Darnell D, Webby RJ, Webster RG, **Wabwire-Mangen F**. [Molecular Epidemiology of Influenza A/H3N2 Viruses Circulating in Uganda](#). *PLoS One*. 2011;6(11):e27803. Epub 2011 Nov 21.
 - c. Byarugaba DK, Erima B, Millard M, Kibuuka H, Bwogi J, Mimbe D, Mworozzi EA, Sharp B, Krauss S, Webby RR, Webster RG, Martin SK, **Wabwire-Mangen F**, Ducatez MF. [Genetic analysis of influenza B viruses isolated in Uganda during the 2009--2010 seasons](#). *Virology*. 2013 Jan 5;10(1):11.
 - d. Kirunda H, Kibuuka H, Byaruhanga A, Mworozzi E, Bwogi J, Lukwago L, Millard M, **Wabwire-Mangen F**, Byarugaba DK. Poor biosecurity in live bird markets in Uganda: A potential risk for highly pathogenic avian influenza disease outbreak in poultry and spread to humans. *Int. J. Public Health Epidemiol*. Sept 2014;3 (9):067-074.
 - e. Kirunda H, Erima B, Tumushabe A, Kiconco J, Tugume T, Mulei S, Mimbe D, Mworozzi E, Bwogi J, Luswa L, Kibuuka H, Millard M, Byaruhanga A, Ducatez MF, Krauss S, Webby RJ, Webster RG, Wurapa K, Byarugaba DK, **Wabwire-Mangen F**. [Prevalence of influenza A viruses in livestock and free-living waterfowl in Uganda](#). *BMC Vet Res*. 2014 Feb 27;10:50
 - f. Kirunda H, Mugimba KK, Erima B, Mimbe D, Byarugaba DK, **Wabwire-Mangen F**. [Predictors for Risk Factors for Spread of Avian Influenza Viruses by Poultry Handlers in Live bird markets in Uganda](#). *Zoonoses Public Health*. 2014 Aug 22. doi: 10.1111/zph.12151.
 - g. **Wabwire-Mangen F**, Mimbe DE, Erima B, Mworozzi EA, Millard M, Kibuuka H, Lukwago L, Bwogi J, Kiconco J, Tugume T, Mulei S, Ikomera C, Tsui S, Malinzi S, Kasasa S, Coldren R, Byarugaba DK. Epidemiology and Surveillance of Influenza Viruses in Uganda between 2008 and 2014. *PLoS One*. 2016 Oct 18;11(10):e0164861.

The URL to my full list of publications is below:

<http://www.ncbi.nlm.nih.gov/pubmed/?term=Wabwire-Mangen+F>

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research Support

Project Number: W81XWH-16-C-0170 (PI: Wabwire-Mangen, Fred) 09/29/16-09/28/21

Source: DoD Global Emerging Infections Surveillance

Title: Influenza and Antimicrobial resistance surveillance in Uganda.

Major Goals: To conduct surveillance for influenza and Antimicrobial resistance in Uganda Role: Principal Investigator

Project Number: 1R21TW010415-01 (PI **Hyder, Adnan**) 9/01/16-8/31/18 .6 calendar

Source: Fogarty International Center, NIH, USA

Title: Mobile phone surveys for non-communicable disease risk factors in Uganda

Major Goal: To define the health burden of NCD risk factors across the lifespan in Uganda through an innovative model of sustainable collaboration.

Completed Research Support

Project Number: RV 231 WRAIR#: A-14327.1 (PI: Wabwire-Mangen, Fred) 09/01/06-02/28/16

Source: DoD/GEIS

Title: Surveillance of Influenza Viruses among Human and Non-Human Hosts in Uganda.

Major Goals: To conduct surveillance for influenza and influenza-like viruses in Uganda and to investigate the ecology of influenza viruses in non-human populations

Role: Principal Investigator

Project Number: RV 309 WRAIR#: 1711 (PI: Wabwire-Mangen, Fred) 09/25/10-04/18/16

Source: DoD/GEIS

Title: Antimicrobial Resistance Surveillance in Uganda.

Major Goals: To strengthen the capacity of a network of laboratories to conduct antimicrobial-resistance surveillance for clinically important bacteria in Uganda, contributing to the global effort for resistance containment strategies.

Role: Principal Investigator

Project Number: P0194_13_KY (PI: Byarugaba, Denis) 10/01/12-02/28/16

Source: DoD/GEIS

Title: Implementation of the Suite for Automated Global Electronic bioSurveillance System (SAGES) to enhance Electronic Disease Surveillance System in the Uganda Peoples' Defense Forces (UPDF).

Major Goals: To improve disease surveillance and reporting within the military in Uganda using the SAGES system.

Role: Co-Principal Investigator

Project Number: 1 R01HD06033-01 (PI: Wafaie, Fawzi) 07/01/07-09/30/13

Source: NIH/NICHD

Title: Multivitamins, HAART, and HIV/AIDS in Uganda.

Major Goals: To evaluate the efficacy of high-dose multivitamin supplements (including vitamins B-complex, C, and E) in slowing disease progression among HIV-infected adults receiving HAART in Uganda. Role: Co-Investigator

Project Number: P0111_13_KY (PI: Byarugaba, Denis) 10/01/12-09/30/13

Source: DoD/GEIS

Title: Laboratory Capacity Building in the Uganda People's Defense Forces for Infectious Disease Research and Surveillance.

BIOGRAPHICAL SKETCH

NAME: NDEBELE, PAUL

eRA COMMONS USER NAME (credential, e.g., agency login): XXXXXXXXXX

POSITION TITLE: RESEARCH REGULATORY SPECIALIST

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
University of Zimbabwe, Harare, Zimbabwe	BSc Honors	12/1992	Sociology
University of Zimbabwe, Harare, Zimbabwe	MSc	12/1994	Population Studies
Johns Hopkins School of Public Health, MD, USA	Certificate	12/2001	Research Ethics
University of KwaZulu Natal, South Africa	Certificate	08/2004	Research Ethics
University of KwaZulu Natal, South Africa	PhD	03/2011	Research Ethics

A. Personal Statement

I am currently serving as a Senior Regulatory Specialist in the Office of Research Excellence (ORE) and Professorial lecturer in Department of Global Health in the Milken Institute School of Public Health at George Washington University (GWSPH). ORE/GWSPH is the research management unit of GWSPH working closely with the Central of the Vice President for Research (OVPR). The proposed Makerere University College of Health Sciences (MaksCHS) and George Washington University SMAC project - **Strengthening Makerere University's Research Administration Capacity** for efficient management of NIH grant awards, is aimed at strengthening MaksCHS's research administration capacity for improved management of NIH grants through an innovative model of sustainable capacity development to prepare the next generation of research managers. In the proposed project, I will serve as the GW Lead Investigator and contribute in various ways including coordinating all GWU activities, advising the project PI at MaksCHS and research managers, participation in mentoring of MaksCHS staff, overseeing the development and implementation of capacity development plans.

As a member of the leadership team, I will be involved in guiding the collaborative development and design of the research management capacity development program to ensure that there is improved efficiency in the management of NIH grants at MaksCHS. I will also be available to participate in online meeting with colleagues at MaksCHS to provide advice and other kinds of support as needed. I have a strong background in the area of research management having received research management training through various programs including two FIC funded programs. Over the past years, I have worked as part of research management teams and provided support to various research teams including training in the areas of research integrity, research compliance, RCR, GCP and research ethics. I have more than 18 years of experience in the area of biomedical research having served in various capacities including as advisor and trainer to research support teams, reviewer of research protocols, and regulating officer for ongoing trials. I have served in various positions of relevance to research management. I have the expertise, leadership, training, and motivation necessary to successfully participate in the proposed project. Having been associated with various NIH funded research management strengthening programs, I have the experience

that is necessary to play an important role in the successful implementation of the proposed program. My current position in the Office of Research Excellence at GWU involves various responsibilities on both pre and post award phases including IRB oversight, conflict of interest evaluations and compliance monitoring; and I work closely with the pre and post award Units in GWSPH. In addition, I have served both formally and informally as advisor to numerous research management programs in Africa including in Malawi, Zimbabwe and Botswana where I served as part of the research management teams.

B. Positions and Honors

Positions and Employment

1995-1996	Research Coordinator, Population Studies Centre, University of Zimbabwe, Harare, Zimbabwe.
1996-1997	Administrative Officer, Recruitment and Placements Unit, Public Service Commission, Harare, Zimbabwe.
1997-1998	Senior Administrative Officer (Human Resources Directorate) Public Service Commission, Harare, Zimbabwe.
1999-2005	Head/Coordinator, Division of Research Oversight and ZIMSHARED Project, Medical Research Council of Zimbabwe, Harare. Zimbabwe.
2005-2008	Deputy Director, Centre for Bioethics, College of Medicine, University of Malawi, Blantyre, Malawi.
2005-2008	Visiting Assistant Professor, Center for Ethics in the Humanities and Life Sciences, Michigan State University, East Lansing, MI.
2003-2005	Lecturer at Africa University Faculty of Health Science, Taught in the Master of Public Health Program, Teaching Ethics in Health Care and Research module and Health legislation, Mutare, Zimbabwe.
2007-2008	Master of Public Health (MPH) Program Coordinator at College of Medicine, University of Malawi, Blantyre, Zimbabwe.
2008-2012	Assistant Director (Research Ethics) in Office of Research and Development at the University of Botswana, Gaborone, Botswana.
2008 to date	Adjunct Instructor, Center for Ethics in the Humanities and Life Sciences, Michigan State University, East Lansing, MI.
2012- 2013	Bioethicist (Contractor) Division of AIDS, National Institutes of Health, USA, Bethesda, MD
2013 to 2018	Director, Medical Research Council of Zimbabwe, Harare, Zimbabwe.
2015 to date	Adjunct Professor, Africa University, Mutare, Zimbabwe.
2018 to date	Senior Research Regulatory Specialist, Milken Institute School of Public Health, George Washington University, Washington, DC.
2019 Mar	Professorial Lecturer, Department of Global Health, Milken Institute School of Public Health, George Washington University, Washington, DC.

Honors

1993	Ford Foundation Scholarship – Masters in Population Studies.
2001	Fogarty Bioethics Fellowship – Johns Hopkins Bioethics Fellowship Program.
2003	South African Research Ethics Training Initiative (SARETI) Scholarship – University of KwaZulu Natal.
2003	Scholar Rescue Fund (SRF) Fellowship – University of Chicago.
2008	Scholar Rescue Fund (SRF) Fellowship – University of Chicago.
2008-Present	Honorary Lecturer, College of Medicine, University of Malawi

Other Experience and Professional Memberships

Other Experience:

2008	External Advisor, Johns Hopkins University Fogarty Bioethics Program, Baltimore, MD.
2012	External Examiner for MPH Programs in three Universities: Africa University, Mutare, Zimbabwe; University of Malawi, Blantyre, Malawi; University of KwaZulu Natal, Pietermaritzburg, South Africa

Professional Memberships:

2008	Member of Board of Directors: International Association for Ethics Education (IAEE).
2009	Member– Botswana National Research Ethics Committee (2009-11).

- 2010 Member of International Advisory Board for Online Journal of Health Ethics
- 2010 Editorial Board Member for BMC Medical Ethics Journal.
- 2011 Editorial Board Member for BMC International Health and Human Rights Journal.
- 2011 Member of the Association of African Research Ethics Committee Administrators (AARECA)
- 2014 Member of the TARGET malaria Project Ethics Committee: Imperial College London.
- 2014 Member of the Pharmacovigilance and Clinical Trials Committee at Medicines Control Authority of Zimbabwe (MCAZ) – (2014-18).
- 2015 Member of the Adverse Events Following Immunization Committee (AEFI Committee) at Medicines Control Authority of Zimbabwe (2015-18).
- 2016 Members of the Advisory Committee on Good Participatory Practice for Coalition to Accelerate and Support Prevention Research (CASPR). CASPR operates under AVAC

C. Contributions to Science

1. Research Ethics Committees need standards that can be used in evaluating their performance. I was invited to participate in the development of the WHO standards for Research Ethics Committees.
 - a. World Health Organization. (2011). Standard and Operational Guidance for Ethics Review of Health Related Research with Human Participants.
2. I have been invited to give numerous talks on issues of relevance to research ethics in various countries including USA, UK, Italy and others. The following is a list of selected talks given:
 - a. November 2009 – Presented a talk at the MIM Conference in Nairobi on *Ethical issues in Malaria vector research*.
 - b. December 12, 2009 – Gave a talk on the role of a National Bioethics Advisory Committee at a meeting hosted by the National Research Council of Malawi, Lilongwe, Malawi
 - c. Research Intensification and Research Ethics: Oversight of Research in the University of Botswana. 24 November 2010 at Ethox Centre, Oxford University.
 - d. Research intensification and research Oversight at the University of Botswana, EARIMA Workshop held in May 2011 in Dar Es salaam, Tanzania
3. I served as a member of the Stakeholder and Community engagement workgroup of the Critical Path to TB Drugs (CPTR). The workgroup was made up of experts in the area of community engagement and Research Ethics. The workgroup members were selected on the basis of their expertise. The workgroup issued some guidelines on Good Participatory practice in TB research. The guidelines were launched on 3 October 2012 in Arlington Virginia.
 - a. Stakeholder and Community Engagement Workgroup of the Critical Path to TB Drug Regimens. Good participatory practice guidelines for TB drug trials, October, 2012.
<http://cptrinitiative.org/downloads/resources/GPP-TB%20Oct1%202012%20FINAL.pdf>.
(accessed May 11, 2015)
4. I serve on the editorial board for International Journal of Ethics Education since 2014, BMC International, BMC Medical Ethics Journal; and the Encyclopedia of Global Bioethics. As board member I review manuscripts and assist in making decisions on manuscripts thereby assisting in facilitating science. I served as Associate Editor for Journal of Research Administration from 2010 to 2011. As Associate Editor, I reviewed manuscripts and assisted in making decisions on manuscripts.

I have collaborated with colleagues in the authoring of close to forty (40) peer reviewed publications in the area of Research Ethics that all address issues of importance to Research Ethics in Africa. Due to the relevance of these publications, they have been cited more than 500 times since 2010.

D. Research Support

Ongoing Research Support

R25TW011505 (Hyder, Ndebele, Doumbia) 03/26/20 - 12/31/24 1.2 calendar
NIH/Fogarty International Center US [REDACTED]

United States-Mali Research Ethics Training Program (US-Mali RETP)

The goal of this project is to strengthen research ethics education and research in Mali through an innovative

mode of sustainable capacity development to prepare the next generation ethic researchers.

Role: PI

G11 (Hyder, Ndebele) 02/01/2020 – 1/31/2023 1.2 calendar

NIH/Fogarty International Center US \$ [REDACTED]

Strengthening Ethical Review Capacity in Democratic Republic of Congo (SERC-DRC)

To strengthen ethics knowledge and reasoning skills of the KU School of Public Health (KH-SPH) Institutional Review Board: through KUSPH-IRB leadership with key members at GWU one-month intensive program, ethics seminars at KUSPH, and joint webinar programs.

Role PI

Pending Research Support

NONE

Completed Research Support

[REDACTED]

Matimba (PI)

01/04/2015-03/31/2019

[REDACTED]

[REDACTED]

Role: Co-Investigator

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.

Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Chapman, Theresa A

eRA COMMONS USER NAME (credential, e.g., agency login): XXXXXXXXXX

POSITION TITLE: Pre-Award Grant Specialist

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	Completion Date MM/YYYY	FIELD OF STUDY
Research Administrators Certification Council (RACC)	CRA	05/2014	Certification in Research Administration (2014102691)
Research Administrators Certification Council (RACC)	CRA	05/2019	Renewal: Certification in Research Administration (2014102691)
George Washington University, Washington, DC	BS	12/2021 expected	Exercise Science

A. Personal Statement

I currently serve as Pre-Award Grant Specialist in the Office of Research Excellence (ORE) within the Office of the Dean in the Milken Institute School of Public Health at the George Washington University. I have over 20 years of experience navigating research administration in higher education as well as marketing endeavors to help promote research initiatives, training opportunities, development and provision of training workshops, plus management and coordination of intramural funding for faculty, staff, and students. I have achieved certification in research administration in 2014 by the Research Administrators Certification Council (RACC), the only council accredited to certify persons for acquisition of the fundamental knowledge necessary, through experience and testing, to be a professional research, or sponsored programs, administrator. Research certification was renewed in 2019. Prior to undertaking the certification exam, I organized the first "Body of Knowledge" study workshops with the goal of supporting research administrators in preparation for their examination, and this effort resulted in an increase of certified researcher administrative professionals within GWSPH.

I have the expertise, leadership, training, and motivation necessary to successfully carry out the proposed project; SMAC project - Strengthening Makerere University's Research Administration Capacity (SMAC) for efficient management of NIH grant awards. I have a broad background in research administration in both pre- and post-award environments with an intricate understanding of the entire lifecycle of a sponsored award and supporting business infrastructure. I provide efficient and strategic oversight of the pre-award phase of the research cycle across GWSPH and serve as lead in our ORE Pre-Award Unit providing advice and assistance at the school, department, and individual Principal Investigator (PI) levels. Additionally, I oversee review for senior leadership, such as the Senior Associate Dean for Research, research related policies and procedures that pertain to pre-award research administration, in addition to standard operating procedure (SOP) development, and dissemination. I took lead in an effort to create pre-award data collection tool, *Proposal Tracker*, a web-based intake form that is a system created to increase productivity by simplifying communication between administrators and PIs in proposal preparation. The tool is useful in increasing

utilization of staff resources; the internal database will allow researchers to identify areas of need for allocation of staff, additional support, or management of high submission activity. Collection of intent-to-submit proposal data from all GWSPH departments allows our school to analyze pre-award proposal information to better serve research overall efforts.

1. The Office of Research Excellence website. Pre-award Unit. <https://publichealth.gwu.edu/research/gwsph-proposal-tracker>
2. The Office of Research Excellence Intramural Award: Research Innovation Award. <https://publichealth.gwu.edu/research/gwsph-proposal-tracker#INTRAMURAL%20FUNDING>
3. The Office of Research Excellence Intramural Award: Mentor Match Review Award. <https://publichealth.gwu.edu/research/gwsph-proposal-tracker#INTRAMURAL%20FUNDING>
4. The Office of Research Excellence: The Proposal Tracker: <https://www.tfaforms.com/forms/view/4768162>

B. Positions and Honors

Positions and Employment

1999-2012	Manager, Operations/Finance/Marketing, Center for Health and Health Care in Schools, Department of Prevention and Community Health, Milken Institute School of Public Health, George Washington University, Washington, DC
2012-2013	Manager, Finance, Department of Environmental and Occupational Health, Milken Institute School of Public Health, George Washington University, Washington, DC
2013-	Pre-Award Grant Specialist, Office of Research Excellence, Office of the Dean, Milken Institute School of Public Health, George Washington University, Washington, DC

Other Experience and Professional Memberships

2014-	National Council of University Research Administrators
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Honors

2017-	Nominated for Recognition of Staff Excellence Award
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C. Contribution to Science

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research Support

<https://research.gwu.edu/sponsored-projects>

Completed Research Support

<https://research.gwu.edu/sponsored-projects>

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Burdan, Michael

eRA COMMONS USER NAME (credential, e.g., agency login): ██████████

POSITION TITLE: Research Program Manager, SPH Post-Award

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
Swarthmore College	B.A.	05/2009	Psychology
University of Pennsylvania	M.S.Ed	05/2012	Counseling & Mental Health Services
The George Washington University	M.A.	06/2016	Organizational Science

A. Personal Statement

I lead the Post-Award Unit in the Office of Research Excellence (ORE) within the Office of the Dean in the Milken Institute School of Public Health at the George Washington University (GWSPH) serving as a research manager centrally within our school. I have extensive experience in grants management at multiple levels and leverage my skills to provide research support on a much broader scale by collaborating on a number of initiatives. I have built a research administration team from the ground up, and as a result, the team developed protocols that exceeded institutional expectations that enhanced workflow productivity based on best practices. I participated on the development of GWSPH's *Proposal Tracker*, a web-based intake form designed to simplify the workflow between departments and Principal Investigators, while simultaneously gathering data for metrics and return on investment (ROI) analyses. Additionally, I have been the GWSPH's liaison for the university's electronic research administration enterprise, which involves transitioning to a more robust comprehensive platform for sponsored application submission, tracking proposals, and contracts. I undertook redevelopment of our website writing and publishing content pertinent to the business infrastructure of managing the lifecycle of a sponsored grant in the post-award environment. During our current COVID-19 pandemic situation, it became necessary to build a comprehensive research reopening protocol under the leadership of our Senior Associate Dean for Research at GWSPH.

In my duties as the post-award manager, I provide oversight for all research administration that occurs after an award has been set-up and work closely with colleagues in pre-award and research integrity to ensure that the Principal Investigators (PI) and administrators receive high quality support. Furthermore, in my previous position, I had the opportunity to help build a research team from the ground up which nearly doubled the amount of sponsored funding expenditures. During that process I built most of the infrastructure responsible for allowing us to track and manage our workflows. With a background in both counseling and organizational management, my acquired skillset affords me with the expertise and instructional institutional knowledge required to execute consultation to provide development, and to teach research administration, in order to contribute and enhance the SMAC project.

1. The Office of Research Excellence website, Post-Award Unit: <https://publichealth.gwu.edu/content/post-award-unit>
2. The Office of Research Excellence website, COVID-19 Research: <https://publichealth.gwu.edu/content/covid-19-research>

B. Positions and Honors

Positions and Employment

2010-2011; 2013-2014 Counselor Assistant, Caron Treatment Centers, Wernersville, PA
2014-2016 ColonialTemp, The George Washington University, Washington, DC
2016-2020 School Research Administrator, The George Washington University, Washington, DC
2020- Research Program Manager, SPH Post-Award, The George Washington University, Washington, DC

Professional Memberships

2017-2019 National Council of University Research Administrators (NCURA)

C. Contributions to Science

D. Additional Information: Research Support and/or Scholastic Performance

Ongoing Research Support

<https://research.gwu.edu/sponsored-projects>

Completed Research Support

<https://research.gwu.edu/sponsored-projects>

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Mordecai Tayebwa

eRA COMMONS USER NAME (credential, e.g., agency login): [REDACTED]

POSITION TITLE: Senior Grants and Contracts Manager (SO)

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
Heriot-Watt University, Edinburgh	Msc.SPM	08/2019	Strategic Planning and Management
Global Health Training Centre	CCR	06/2019	Clinical Research
Makerere University Main Campus	Bsc.QE	05/2015	Economics and Statistics
University of Aberdeen	SAS	04/2018	Applied Statistics

A. Personal Statement.

I hold a Master's in Strategic planning and Management of Rural Development from Heriot Watt University and a degree in Quantitative Economics and Statistics from Makerere University as well as a certificate in Clinical research. I also oversee and supervise all grants activities at the college for all NIH funded applications and other funders and am the organizational signing official for all NIH and NIAID grants. I have more than 10 years of experience in managing grant applications. I have substantial research output in the field of grants writing and management and have presented these findings at international conferences. My intensive training and practical experience in grants and contracts management of all Funders will be of immense value in the realization of aims 1 and 2.

B. Positions and Honors

Jan 2019 to date: Senior Grants and Contracts Manager, Makerere university
 May 2015 to Dec 2020: Grants and Contacts Manager, Infectious Disease Institute (IDI)
 Jan 2013 to April 2015: Credit Administrator/Manager Eleglance Finance Ltd Entebbe Branch
 June 2014 to Aug 2014: Economist Parliament of Uganda (Budget office)
 July 2020 to date: UASP Research Management Fellowship_IRex

Role: Grants Manager.

[REDACTED] Kateete, David Patrick (PI),

09/05/17-01/08/22

[REDACTED]

Role: Grants Manager

Completed Research Support

Completed:

[REDACTED] (Moses Joloba) 2016-2018

[REDACTED]

Role: Grants Manager

I Spear Headed the Navision Sub granting Module designing and training that IDI apparently uses to help in the management, monitoring and evaluation of Sub grantees from the Grants end.

RESEARCH & RELATED BUDGET - SECTION A & B, Budget Period 1

ORGANIZATIONAL DUNS*: [REDACTED]

Budget Type*: Project Subaward/Consortium

Enter name of Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2021

End Date*: 04-30-2022

Budget Period: 1

A. Senior/Key Person												
Prefix	First Name*	Middle Name	Last Name*	Suffix	Project Role*	Base Salary (\$)	Calendar Months	Academic Months	Summer Months	Requested Salary (\$)*	Fringe Benefits (\$)*	Funds Requested (\$)*
1.	Stella		Kakeeto		PD/PI	[REDACTED]	2.4			[REDACTED]	[REDACTED]	[REDACTED]
2.	Susan		Mawemuko		Co-Investigator	[REDACTED]	1.0			[REDACTED]	[REDACTED]	[REDACTED]
3.	Elizabeth		Nambi		Co-Investigator	[REDACTED]	1.0			[REDACTED]	[REDACTED]	[REDACTED]
4.	Mordecai		Tayebwa		Co-Investigator	[REDACTED]	1.0			[REDACTED]	[REDACTED]	[REDACTED]
Total Funds Requested for all Senior Key Persons in the attached file												
Additional Senior Key Persons: File Name:											Total Senior/Key Person	[REDACTED]

B. Other Personnel								
Number of Personnel*	Project Role*	Calendar Months	Academic Months	Summer Months	Requested Salary (\$)*	Fringe Benefits*	Funds Requested (\$)*	
	Post Doctoral Associates							
	Graduate Students							
	Undergraduate Students							
	Secretarial/Clerical							
1	Training Coordinator	6.0			[REDACTED]	[REDACTED]	[REDACTED]	
1	Total Number Other Personnel					Total Other Personnel	[REDACTED]	
							Total Salary, Wages and Fringe Benefits (A+B)	[REDACTED]

RESEARCH & RELATED Budget {A-B} (Funds Requested)

RESEARCH & RELATED BUDGET - SECTION C, D, & E, Budget Period 1

ORGANIZATIONAL DUNS*: ██████████

Budget Type*: Project Subaward/Consortium

Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2021

End Date*: 04-30-2022

Budget Period: 1

C. Equipment Description		Funds Requested (\$)*
List items and dollar amount for each item exceeding \$5,000		
Equipment Item		
Total funds requested for all equipment listed in the attached file		
Total Equipment		0.00
Additional Equipment: File Name:		

D. Travel		Funds Requested (\$)*
1. Domestic Travel Costs (Incl. Canada, Mexico, and U.S. Possessions)		0.00
2. Foreign Travel Costs		██████████
Total Travel Cost		██████████

E. Participant/Trainee Support Costs		Funds Requested (\$)*
1. Tuition/Fees/Health Insurance		
2. Stipends		
3. Travel		
4. Subsistence		
5. Other:		
Number of Participants/Trainees	Total Participant Trainee Support Costs	0.00

RESEARCH & RELATED Budget {C-E} (Funds Requested)

RESEARCH & RELATED BUDGET - SECTIONS F-K, Budget Period 1

ORGANIZATIONAL DUNS*: ██████████

Budget Type*: Project Subaward/Consortium

Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2021

End Date*: 04-30-2022

Budget Period: 1

F. Other Direct Costs	Funds Requested (\$)*
1. Materials and Supplies	██████████
2. Publication Costs	
3. Consultant Services	██████████
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. Training costs	██████████
9. Grants tracking Module	██████████
10. Support for Project Committee (PAC and PIT)	██████████
Total Other Direct Costs	██████████

G. Direct Costs	Funds Requested (\$)*
Total Direct Costs (A thru F)	██████████

H. Indirect Costs			
Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)*
1. Overhead	8.0	██████████	██████████
Total Indirect Costs			██████████
Cognizant Federal Agency			
(Agency Name, POC Name, and POC Phone Number)			

I. Total Direct and Indirect Costs	Funds Requested (\$)*
Total Direct and Indirect Institutional Costs (G + H)	██████████

J. Fee	Funds Requested (\$)*

K. Total Costs and Fee	Funds Requested (\$)*
	██████████

L. Budget Justification*
File Name: Budget_Justification.pdf (Only attach one file.)

RESEARCH & RELATED Budget {F-K} (Funds Requested)

RESEARCH & RELATED BUDGET - SECTION A & B, Budget Period 2

ORGANIZATIONAL DUNS*: [REDACTED]

Budget Type*: Project Subaward/Consortium

Enter name of Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2022

End Date*: 10-31-2023

Budget Period: 2

A. Senior/Key Person												
Prefix	First Name*	Middle Name	Last Name*	Suffix	Project Role*	Base Salary (\$)	Calendar Months	Academic Months	Summer Months	Requested Salary (\$)*	Fringe Benefits (\$)*	Funds Requested (\$)*
1.	Stella		Kakeeto		PD/PI	[REDACTED]	1.0			[REDACTED]	[REDACTED]	[REDACTED]
2.	Susan		Mawemuko		Co-Investigator	[REDACTED]	0.5			[REDACTED]	[REDACTED]	[REDACTED]
3.	Elizabeth		Nambi		Co-Investigator	[REDACTED]	0.5			[REDACTED]	[REDACTED]	[REDACTED]
4.	Mordecai		Tayebwa		Co-Investigator	[REDACTED]	0.5			[REDACTED]	[REDACTED]	[REDACTED]
Total Funds Requested for all Senior Key Persons in the attached file												
Additional Senior Key Persons: File Name:											Total Senior/Key Person	[REDACTED]

B. Other Personnel							
Number of Personnel*	Project Role*	Calendar Months	Academic Months	Summer Months	Requested Salary (\$)*	Fringe Benefits*	Funds Requested (\$)*
	Post Doctoral Associates						
	Graduate Students						
	Undergraduate Students						
	Secretarial/Clerical						
1	Training Coordinator	3.0			[REDACTED]	[REDACTED]	[REDACTED]
1	Total Number Other Personnel					Total Other Personnel	[REDACTED]
Total Salary, Wages and Fringe Benefits (A+B)							[REDACTED]

RESEARCH & RELATED Budget {A-B} (Funds Requested)

RESEARCH & RELATED BUDGET - SECTION C, D, & E, Budget Period 2

ORGANIZATIONAL DUNS*: ██████████

Budget Type*: Project Subaward/Consortium

Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2022

End Date*: 10-31-2023

Budget Period: 2

C. Equipment Description		Funds Requested (\$)*
List items and dollar amount for each item exceeding \$5,000		
Equipment Item		
Total funds requested for all equipment listed in the attached file		
Total Equipment		0.00
Additional Equipment: File Name:		

D. Travel		Funds Requested (\$)*
1. Domestic Travel Costs (Incl. Canada, Mexico, and U.S. Possessions)		0.00
2. Foreign Travel Costs		██████████
Total Travel Cost		██████████

E. Participant/Trainee Support Costs		Funds Requested (\$)*
1. Tuition/Fees/Health Insurance		
2. Stipends		
3. Travel		
4. Subsistence		
5. Other:		
Number of Participants/Trainees		0.00
Total Participant Trainee Support Costs		0.00

RESEARCH & RELATED Budget {C-E} (Funds Requested)

RESEARCH & RELATED BUDGET - SECTIONS F-K, Budget Period 2

ORGANIZATIONAL DUNS*: ██████████

Budget Type*: Project Subaward/Consortium

Organization: MAKERERE UNIVERSITY

Start Date*: 05-01-2022

End Date*: 10-31-2023

Budget Period: 2

F. Other Direct Costs	Funds Requested (\$)*
1. Materials and Supplies	██████████
2. Publication Costs	
3. Consultant Services	██████████
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. Training costs	██████████
9. Support for Project Committee (PAC and PIT)	██████████
Total Other Direct Costs	██████████

G. Direct Costs	Funds Requested (\$)*
Total Direct Costs (A thru F)	██████████

H. Indirect Costs			
Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)*
1. Overhead	8.0	██████████	██████████
Total Indirect Costs			██████████
Cognizant Federal Agency			
(Agency Name, POC Name, and POC Phone Number)			

I. Total Direct and Indirect Costs	Funds Requested (\$)*
Total Direct and Indirect Institutional Costs (G + H)	██████████

J. Fee	Funds Requested (\$)*
	██████████

K. Total Costs and Fee	Funds Requested (\$)*
	██████████

L. Budget Justification*
File Name: Budget_Justification.pdf (Only attach one file.)

RESEARCH & RELATED Budget {F-K} (Funds Requested)

BUDGET JUSTIFICATION SMAC Project (2021 – 2023)

Senior key personnel:

Stella Kakeeto, MBA., Principal Investigator (2.4 calendar months in year 1; 1.2 calendar months in year 2). Ms. Kakeeto is the Principal Investigator of the proposed project. She is a Senior Grants Administrator at MakCHS and a member of the Grants Management and Research Capacity Building Committees. She will provide leadership for the project activities with the support of the Project advisory committee. She will ensure smooth implementation of project activities including training and proper project financial accountability and reporting. She will participate in facilitating training sessions and implementing good business practices for grants management. Ms Kakeeto will commit 20% effort to the project activities. Her effort is budgeted at ██████ in year 1 and ██████ in year 2.

Susan Mawemuko Co-Investigator (1 calendar month in year 1; 0.5 calendar months in year 2). Ms. Mawemuko is a Co-Investigator for the proposed project. She is a Grants and Contracts Administration Manager at MakCHS, and a member of the Grants Management Committee. She will support the Principle Investigator with implementation of the project training activities and good business practices for grants management. She will also participate in delivering training sessions and mentoring junior research administrators. Ms Mawemuko will commit 10% effort to the project activities. Her effort is budgeted at ██████ in year 1 and ██████ in year 2.

Elizabeth Nambi Nsobya Co-Investigator (1 calendar month in year 1; 0.5 calendar months in year 2). Ms. Nambi is a Senior Finance Manager at Makerere University College of Health Sciences for 15 years now. She is a member of the MakCHS Management Board and Finance Management Committee. She will ensure that project funds are used for the intended purpose and properly accounted for. She will also support training sessions on budget tracking and financial management for NIAID/NIH grants. She will commit 8% effort to the project activities. Her effort is budgeted at ██████ in year 1 and ██████ in year 2.

Mordecai Tayebwa Co-Investigator (1 calendar month in year 1; 0.5 calendar months in year 2). Tayebwa is a Senior Grants Manager at Makerere University College of Health Sciences for 3 years now. He will support the project with training and mentorship of junior researchers, especially in pre-award grants management. He will commit 8% effort to the project activities. His effort is budgeted at ██████ in year 1 and ██████ in year 2.

Other personnel

Training Coordinator – to be determined (6 calendar months in year 1; 3 calendar months in year 2). The training coordinator will support the conduct of training needs assessments, coordinate and monitor the proper implementation of the staff training plan, organize training seminars and workshops and support the preparation of training reports. S/He will be expected to commit 50% effort to the activities of this project. His/her effort is budgeted at ██████ in year 1 and ██████ in year 2.

Fringe benefits

Fringe benefits for all project personnel are charged at 15% , the approved MakCHS fringe benefit rate. This includes the statutory national social security fund as required by each salarised employee. A total of ██████ is budgeted for year 1 and ██████ for year 2.

Equipment

No equipment is required to be purchased for this project.

Travel

International travel is budgeted for 2 senior administrators to visit the Partner US Host (George Washington University-GWU) for a total of 4 weeks (two weeks in year 1 and 2 weeks in year 2) to receive advanced hands on training in grants management. For each administrator, each visit is budgeted a return airticket of ██████, visa fees of ██████, per diem of ██████ per night for 14 nights, meals and incidentals ██████ per day for 14 days. Each year, a total of ██████ is budgeted.

The in-house Grants Management Program will follow right after the advanced training at GWU. Two senior administrators will attend the GMP for 5 days at the NIAID in Rockville, MD. Each administrator is budgeted a per diem of ██████ per night for 5 days, and meals and incidentals at ██████ per day for 5 days. A total of ██████ budgeted for ██████ for the GMP training in year 1.

Two senior administrators will attend a 3 day NIH regional workshop on program funding and grants administration in the US. Each administrator is budgeted a return airticket of [REDACTED], visa fees of [REDACTED] per diem of [REDACTED] per night for 3 nights, and meals and incidentals at [REDACTED] per day for 3 days. A total of [REDACTED] is budgeted for this workshop.

Other Direct costs

Materials and supplies: Total cost for materials and supplies is [REDACTED] in year one and [REDACTED] in year two. This includes flipcharts, whiteboard markers, paper, file folders, flash cards, pens and notebooks to be used to deliver training sessions and taking notes by the trainees. Paper and cartridge to prepare training materials for participants will be contributed by MakCHS. Airtime is included at [REDACTED] per month for 18 months to facilitate coordination of training activities and project meetings.

In addition, \$ [REDACTED] is budgeted to facilitate development and set up of the Online Learning Café. This forum will enhance collaboration, peer to peer support and sharing among research administrators in the country and the region, during and beyond project implementation.

Publication costs: Publication costs are included in the budget. However, one publication will be produced on key lessons learnt over the 18 months of the project, and shall be published in a free journal.

Consultant services: Funds are requested in the amount of \$ [REDACTED] to cater for consultant fees for the time of the George Wahington Grants Management Experts/trainers. 3 Trainers are budgeted including one Research Regulatory Specialist, one Pre-award Specialist and one Post-award Specialist. Over the project period, each specialist is budgeted to receive \$ [REDACTED] per day for a total of 20 days.

Training Costs:

Training Administrators and research Scientists at MakSPH: In year 1, a total of [REDACTED] is budgeted to cater for a light snack for the research administrators during the lunch time seminars. 69 Administrators are budgeted at \$ [REDACTED] per person per training session. Each administrator is expected to attend an average of 3 training sessions. In addition, 56 research scientists are budgeted at \$ [REDACTED] per person per day for 2 days. These funds will meet the cost of training meals and refreshments including a break tea and lunch.

Facilitator's fees: In year 1, a total of \$ [REDACTED] is budgeted for facilitation fees. 2 facilitators will train for 14 days each receiving \$ [REDACTED] per day. In year 2, 2 facilitators will train (webinar) for 6 days, each receiving \$ [REDACTED] per day.

Training webinar: In year 2, \$ [REDACTED] is budgeted for the Webinar that will facilitate training for administrators in NIH recipient institutions in the region. The use of webinar will help maintain the highly encouraged social distancing following the COVID-19 Pandemic.

Grants Tracking Module: Development and set up of the Grants Tracking Module is estimated to cost a total of \$ [REDACTED] in year 2. The module will be intergrated onto the existing Finance management software – Quickbooks. Beyond the grant period, maintance costs will be met by MakCHS using research overhead income.

Project Committees: Facilitation for the Project Advisory Committee (of 4 members) and Project Implementation Committee (of 6 members) is budgeted at \$ [REDACTED] in year 1 and \$ [REDACTED] in year 2. This will cover costs for meetings; Over the 18months of the project, the Project Advisory Committee will meet 6 times to provide guidance to training, mentorship and implementation of good business practices. Similiarly, the Project Implementation Committee will meet once every month to discuss implementation and progress of the project activities.

Total direct costs for the project are \$ [REDACTED] in Year one and \$ [REDACTED] in Year two.

Indirect costs are included at the allowed NIH rate of 8%.

The total budget for the proposed project is \$ [REDACTED]

RESEARCH & RELATED BUDGET - Cumulative Budget

	Totals (\$)	
Section A, Senior/Key Person		██████████
Section B, Other Personnel		██████████
Total Number Other Personnel	2	
Total Salary, Wages and Fringe Benefits (A+B)		██████████
Section C, Equipment		0.00
Section D, Travel		██████████
1. Domestic	0.00	
2. Foreign	██████████	
Section E, Participant/Trainee Support Costs		0.00
1. Tuition/Fees/Health Insurance	0.00	
2. Stipends	0.00	
3. Travel	0.00	
4. Subsistence	0.00	
5. Other	0.00	
6. Number of Participants/Trainees	0	██████████
Section F, Other Direct Costs		██████████
1. Materials and Supplies	██████████	
2. Publication Costs	0.00	
3. Consultant Services	██████████	
4. ADP/Computer Services	0.00	
5. Subawards/Consortium/Contractual Costs	0.00	
6. Equipment or Facility Rental/User Fees	0.00	
7. Alterations and Renovations	0.00	
8. Other 1	██████████	
9. Other 2	██████████	
10. Other 3	██████████	
Section G, Direct Costs (A thru F)		██████████
Section H, Indirect Costs		██████████
Section I, Total Direct and Indirect Costs (G + H)		██████████
Section J, Fee		0.00
Section K, Total Costs and Fee (I + J)		██████████

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OMB Number: 0925-0001

Expiration Date: 02/28/2023

1. Vertebrate Animals Section

Are vertebrate animals euthanized? Yes No

If "Yes" to euthanasia

Is the method consistent with American Veterinary Medical Association (AVMA) guidelines?

Yes No

If "No" to AVMA guidelines, describe method and provide scientific justification

.....

2. *Program Income Section

*Is program income anticipated during the periods for which the grant support is requested?

Yes No

If you checked "yes" above (indicating that program income is anticipated), then use the format below to reflect the amount and source(s). Otherwise, leave this section blank.

*Budget Period *Anticipated Amount (\$) *Source(s)

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3. Human Embryonic Stem Cells Section

*Does the proposed project involve human embryonic stem cells? Yes No

If the proposed project involves human embryonic stem cells, list below the registration number of the specific cell line(s) from the following list: http://grants.nih.gov/stem_cells/registry/current.htm. Or, if a specific stem cell line cannot be referenced at this time, check the box indicating that one from the registry will be used:

Specific stem cell line cannot be referenced at this time. One from the registry will be used.

Cell Line(s) (Example: 0004):

4. Human Fetal Tissue Section

*Does the proposed project involve human fetal tissue obtained from elective abortions? Yes No

If "yes" then provide the HFT Compliance Assurance

If "yes" then provide the HFT Sample IRB Consent Form

5. Inventions and Patents Section (Renewal applications)

*Inventions and Patents: Yes No

If the answer is "Yes" then please answer the following:

*Previously Reported: Yes No

6. Change of Investigator/Change of Institution Section

Change of Project Director/Principal Investigator

Name of former Project Director/Principal Investigator

Prefix:

*First Name:

Middle Name:

*Last Name:

Suffix:

Change of Grantee Institution

*Name of former institution:

PHS 398 Research Plan

Introduction 1. Introduction to Application <small>(for Resubmission and Revision applications)</small>	
Research Plan Section	
2. Specific Aims	Specific_Aims.pdf
3. Research Strategy*	Research_Strategy.pdf
4. Progress Report Publication List	
Other Research Plan Section	
5. Vertebrate Animals	
6. Select Agent Research	
7. Multiple PD/PI Leadership Plan	
8. Consortium/Contractual Arrangements	
9. Letters of Support	Letters_of_Support.pdf
10. Resource Sharing Plan(s)	
11. Authentication of Key Biological and/or Chemical Resources	
Appendix	
12. Appendix	

SPECIFIC AIMS

Makerere University College of Health Sciences (MakCHS) is the oldest medical training college in East Africa. It is a constituent college of Makerere University established in 1924 to promote attainment of improved health for the people of Uganda through innovative teaching, research and provision of services responsive to societal needs. MakCHS provides training for most of the highest qualified medical professionals in Uganda, including doctors, nurses, dentists, pharmacists, public health practitioners, and paramedical professionals. It is also one of Uganda's main sources of research and evaluation expertise needed to generate and assess new ideas and technologies in the health sector. For decades, MakCHS's infectious diseases research has informed national health policy at the Uganda Ministry of Health and improved academic training in the East Africa. It has led to discoveries and applications of global significance such as the use of Nevirapine to prevent HIV transmission in childbirth, and male circumcision for HIV prevention. Over the last 15 years, MakCHS has predominantly secured its NIH research funds through sub awards from collaborating Partner US institutions. However, in the last four years, MakCHS has registered a steady increase in NIH direct awards from USD [REDACTED] in 2016 to USD [REDACTED] in 2019. Among these is the **currently running NIAID direct award 5R25TW009730** of USD [REDACTED] led by Professor Nelson Sewankambo for 2 years.

The growth in NIH direct awards has increased MakCHS' role and responsibility for the management of NIH grants, and calls for improved research administration capacity to match the need. But having been a sub recipient for many years, during which time grants oversight was predominantly under the stewardship of prime award recipients, MakCHS administrators have limited exposure to the grants management processes required for the rigorous management of NIH grants. There is an urgent need to strengthen MakCHS' research administration capacity for efficient management of NIH grant awards, thus this project is proposed. To achieve this, we will pursue three specific aims:

AIM 1: To provide training and mentorship to strengthen research administration leadership at MakCHS to efficiently and effectively manage NIH grants. We will support two senior administrators to receive hands on training in grants administration in the United States of America, at the George Washington University in Washington DC. We will also facilitate their participation in the in-house tailored Grants Management Program training at the NIAID for 5 days, and their attendance to one NIAID regional workshop in program funding and grants administration. After their training, these 'empowered' Institutional Grants Management Leaders will in turn train and mentor MakCHS junior research administrators and other administrators in the region, in the effective and efficient management of NIAID/NIH grants.

AIM 2: To develop and implement a staff training plan for MakCHS grants administrators and research investigators to improve their understanding of NIH funding policies and regulations. This will be achieved through conducting low cost seminars on topics derived from institutionalized training needs assessments. In addition, a Research Administrator Buddy Program and Online Learning Café will be implemented to enhance collaboration, peer support networks and sharing of grants resources among administrators at MakCHS and others in the region. The training and mentorship interventions proposed are cost effective and a sustainable means to strengthen research administrators' capacity for efficient and effective management of NIAID/NIH grants.

Aim 3: To examine MakCHS' grants administration systems and processes and strengthen where gaps exist. MakCHS Senior administrators will review and update pre and post award Institutional policies and standard operating procedures to ensure that they meet good business practices for NIH grants management. They will improve MakCHS' grants management system by introducing a modern Grants tracking System that will provide real time access to grants information and a secured online repository for all grants documents. Strengthening MakCHS' grants administration system and processes will improve grant monitoring, budget tracking, timely progress reporting and smooth grant close out.

RESEARCH STRATEGY

Significance

Makerere University is one of the oldest and most prominent Universities in Africa. It is a very active research Institution (currently ranked 5th in research among Universities in Africa) and home to more than 40,000 undergraduate and postgraduate students, both local and international. It has 10 Constituent Colleges including the Makerere University College of Health Sciences (MakCHS) - which is the leading medical college in Uganda and ranked second among the medical training Institutions in Africa. Established in 1924, the mandate of MakCHS is to promote attainment of improved health for the people of Uganda through innovative teaching, research and provision of services responsive to societal needs.

MakCHS is committed to conducting high quality biomedical research and training in Uganda and beyond. Through its partnership with the Uganda Ministry of Health, MakCHS supports evidence-informed policy development for infectious diseases at the national and global levels. It also supports research efforts of health organizations such as the World Health Organization, Malaria Consortium, Joint Clinical Research Center, Uganda Virus Research Institute among others.

Every year, MakCHS provides specialized infectious diseases training to more than 100 scientists, many of whom take up leadership positions for high-level clinical and translational research. Through these efforts, discoveries and applications of global significance have emerged including the use of Nevirapine to prevent HIV transmission in childbirth and male circumcision for HIV prevention (1). MakCHS is home to more than 90 infectious diseases research projects worth USD ██████████. In the last 5 years, MakCHS produced 1510 peer-reviewed research publications, half of which were in infectious diseases (5).

To deliver its mandate successfully, MakCHS collaborates with more than 350 Institutions in Africa, America and Europe including the Uganda Ministry of Health, Mulago National Referral Hospital, WHO and other UN Agencies, George Washington University, Johns Hopkins University, and many others (4).

Grants Administration and Management at MakCHS:

The MakCHS Grants Office was established in May 2011 to provide pre and post award grants management support to faculty and students engaged in research at Makerere University. It works closely with researchers, students and administrative departments to ensure proper grants management and compliance. Currently, MakCHS manages 182 research grants worth \$██████████ million through its Grants Office, 15% of which is funding from the National Institutes of Health. Over the last four years, MakCHS' direct NIH awards have steadily grown from under \$██████████ (Fig 1). This growth has increased MakCHS' role and responsibility for the proper management of NIH grants. However,

MakCHS' research administration capacity has not been strengthened to match the stringent requirements for NIH grants management. Over 70% of its administrators have limited knowledge and skills required for the rigorous management of NIAID/NIH grants. Similarly, MakCHS' management systems and guidelines are not developed enough to handle the detailed management of NIH grants. To address these challenges, we propose this project to equip research administrators at MakCHS with the knowledge and skills required for proper management of NIH grants, and upgrade its grants systems to adequately support NIH grants management. This will catapult MakCHS' capacity to efficiently manage NIH grant awards and even position it to receive more direct NIAID/NIH funding as a prime recipient. Given the position of Makerere University as a leading institution in Uganda and the region, this capacity will have a spillover effect in capacity strengthening for NIH recipient Institutions in Uganda and the region.

MakCHS Grants Office provides both pre and post award services as shown in Table 1 below:

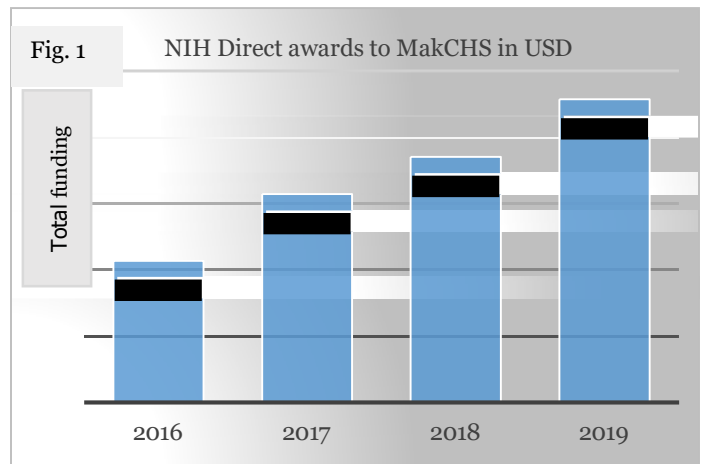


Table 1:

PRE AWARD SERVICES	POST AWARD SERVICES
<ul style="list-style-type: none"> Developing grants management standard operating procedures, policies and guidelines Finding relevant funding opportunities via search engines such as Grants.gov, funding agency websites and Google searches Creating and maintaining institutional registrations on funding platforms like the SAM.GOV Grants.gov, eRA Commons Supporting proposal development including proposal budgets and justifications, filling out proposal forms and Institutional due diligence forms. Timely Submission of internally approved proposals to the funding, and follow up on funding outcomes. Conducting pre – award risk assessments for grants 	<ul style="list-style-type: none"> Award negotiation and acceptance: Review of award terms and conditions, negotiating the award and its formal acceptance. Award set up and orientation for project teams Providing safe custody of grants documents including grant agreements, contracts and modifications Ensuring project tracking, budget monitoring and compliance to grant regulations Preparing project amendments such as budget modifications, budget variations and carry overs Ensuring timely reporting: both financial and programmatic Facilitating internal and external audits and Successful Project close out

Existing gaps in MakCHS’ grants Administration and Management

For many years, MakCHS has predominantly secured its NIH research funding through sub-awards from collaborating Partner US institutions. However, in the last four years, MakCHS has registered a steady increase in NIH direct awards from USD █████ in 2016 to USD █████ in 2019. This has increased her role and responsibility for the management of NIH grants. But having been a sub recipient for many years, during which time grants oversight was predominantly under the stewardship of prime award recipients, MakCHS administrators have limited exposure to the grants management processes required for the rigorous management of NIH grants. They often rely on the collaborating prime recipients (who have the overall grant oversight) to interpret the funding rules and regulations for them, which at times misinterpreted. Their skills in navigating submission and reporting platforms like Grants.gov, eRA Commons, ASSIST are inadequate. Tracking of grant expenditure and reporting timelines is done manually which is cumbersome, tedious and prone to errors. Administrators struggle to comply with NIH grants policies and as a result experience many process delays and hitches, affecting timely completion of grants. This could compromise future funding from NIAID/NIH.

The Grants Office and Grants Committee established in 2011 and 2015 respectively have played an important role in improving grants management at MakCHS, including training and mentoring administrators and developing grants management policy guidelines. These efforts have impacted positively and yielded some successes such as the increase in NIH direct grant awards illustrated in Fig 1. We propose this project to supplement these efforts and further strengthen MakCHS’ capacity for efficient acquisition and management of NIAID/NIH grant awards. This will be achieved through providing advanced training to MakCHS research administrators and strengthening MakCHS’ grants management systems. Approximately 75% (n=69) of administrators at MakSPH need to be trained in the efficient management of NIH grants in the areas of financial management, human resources, procurement and project administration, as illustrated in Table 2 below:

Table 2:

Administrative Unit	Grants Office	Project Administration	Accounting and Finance	Human Resource	Procurement	Total
No. of staff	13	26	18	7	5	69

Innovation

Most administrators in Uganda cannot effectively support researchers in the acquisition and management of NIAID/NIH grants mainly because they do not fully understand NIH’s funding systems and policies. Many learn on the job with little to no support (2), and often lack networks to share grants resources and opportunities (6). To address this challenge, we propose: 1) A Research Administrator Buddy Program and 2) An Online Learning Café – the first in Makerere University. The Buddy program will provide a unique capacity development opportunity for junior administrators to gain valuable experience through participating in a mentoring

relationship with a Senior Research Management Professional (the Buddy). Buddies will provide technical support and guidance on NIH grants management challenges experienced by junior administrators during their work. They will share grants management experiences and resources, and help juniors understand NIH grants systems and processes quickly. The Buddy-program will also support onboarding of new grants administrators to enable them settle into their new roles fast and be productive (3). We believe junior administrators and buddies will find this experience mutually beneficial; juniors will gain valuable insight and advice from seasoned senior grants management professionals. Seniors will refine their leadership and coaching skills while giving back to the research administration community. They will also gain a deeper understanding of issues facing the junior administrators, and hopefully be part of the process of finding solutions. We believe that this mentoring program will enable juniors reach their full potential fast. Many studies have proven Buddy-Programs cost effective and efficient on time (3).

In addition, we will develop an Online Learning Café (OLC) to keep administrators connected, engaged and interacting in the course of their work. The OLC platform will facilitate real time online discussions and consultations on grants management-related topics including NIH policies and guidelines. The platform will also provide a reliable means for administrators to regularly share grants resources such as SOPs, research and training opportunities, grants templates, checklists and other tools. The RA-Buddy Program and online collaboration platform will build a network of knowledgeable grants management professionals and increase the number of empowered grants administrators that NIH can work with to train future grants management professionals in the region. The OLC will also serve as a repository for the much-needed learning materials and NIH grants management resources like policy documents, SOPs, checklists, templates.

Approach

Methods to achieve the specific aims

Our overall goal is to strengthen the research administration capacity and maintain a vibrant community of practice at MakCHS and other NIH recipient institutions in the region for improved management of NIH grants. To accomplish this goal, we will pursue three specific aims as follows:

Aim 1: Strengthen the capacity of two MakCHS Senior Administrators to efficiently and effectively manage NIH/NIAID grants. For many years, MakCHS has predominantly secured most of its NIH research funding through sub awards from collaborating US institutions. In the last 4 years however, MakCHS has had a steady growth in its number of NIH direct awards (Fig. 1), and thus increased role and responsibility for proper management of NIH grants. This calls for improved capacity to match the need. Having been in a sub recipient position for years, MakCHS Research Administrators have limited exposure to NIH policies and financial management guidelines. Majority lack the knowledge and skills required for the efficient management of NIH grants. To address this, we propose advanced training of two MakCHS senior administrators to increase their understanding of NIH funding policies and provide them access to good business practices for managing grant awards and tracking grant expenditures. They will receive advanced training and mentorship that will transform them into grants management leaders and resource persons in Uganda and the region. This training will take the form of a) hands on training at the Partner US Host Institutions, b) in-house training with the Grants Management Program at NIAID and c) training at the NIAID regional workshop in program funding and grants administration. The two Senior Administrators are the proposed Principal Investigator and one Co-investigator.

1a). Hands on Training at the Partner US Host Institution

George Washington University (GWU) is our proposed Partner US host institution.

For more than 12 years, Makerere University and George Washington University have collaborated on a number of research endeavors. This project builds on this long history of collaborative research that includes the Resilient Africa Network (2015-2019), and the 'Women's Health and Life Experiences' project implemented in 2019 with support from the Global Women's Institute at George Washington University. Currently, the GWU Office of Research Excellence (ORE) manages an annual portfolio of over US █████ Million in federal funding. Its highly proficient grants management specialists have many years of experience in pre and post award management for NIH grants and are well-suited to successfully support training for the MakCHS senior administrators, and implementation of good business practices.

GWU will provide advanced training for the two MakCHS Senior Administrators for up to one month during the award period (two weeks in Year 1 and two weeks in Year 2). Prior to the training, the Senior Administrators will share their training needs with the GWU Team leader for adequate discussions and clarifications. These have already been identified through a training needs assessment and the MakCHS Rapid needs assessment that was done in December 2019. The team leader at GWU will develop the training schedule and determine the appropriate research administration units for placement of Senior Administrators for experiential learning. In addition, he will assign research administration Specialists to train and mentor the senior administrators. Prior to training, the US Hosts and Senior Administrators will meet to discuss training expectations and update the training schedule to ensure all envisaged expectations are covered.

For a total of 4 weeks, the Senior Administrators will receive hands on training guided by their assigned grants administration specialists. During the training, the administrators will understudy the GWU systems and procedures and document key lessons that they will use to improve the grants management business practices at MakCHS. Their progress will be monitored twice a week against the set performance targets and timelines. At the end of the first training, a debrief meeting will be convened for the administrators to share lessons learnt, achievements against set targets and how they intend to decipher lessons learnt to impart knowledge to other administrators and improve MakCHS grants management practices. This debrief meeting will also be used to discuss the topics to be covered for the training in year 2. The senior administrators will convene meetings to plan in detail how to transfer the knowledge they acquired, including developing a staff training and mentorship plan and a plan to improve business practices at MakCHS. Throughout these processes, senior administrators will keep in communication with the US partner team updating them on progress made and discussing any challenges encountered.

Table 3

Pre-award training needs	Post award training needs
<ul style="list-style-type: none"> • Acquiring NIH grants –funding opportunities, preparing and submitting an application • Efficiently navigating NIH electronic platforms e.g Assist, eRA, Grants.gov, SAM • Preparing top notch proposal budgets and their justification • Developing superb NIH Bio sketches • Writing an impressive Facilities and resources page • Identifying and managing Financial Conflict of Interest (FCOI) • Assessment of sub-awardees/ subcontractors and conducting their due diligence 	<ul style="list-style-type: none"> • Navigating the Notice of Award • Cost issues- allowable and unallowable costs • NIH financial management policy for grants • Inventory and fixed asset management • Level of effort reporting • Preparing and submitting Federal Financial reports • Activities and expenses that require prior approval • Managing sub-contracts • Monthly reconciliation of grant expenses • Management of shared costs/ matching • Determination and appropriation of indirect costs • Procurement of project equipment • Disposal and valuation of assets • No cost and cost extensions • Preparing for grant audits • Grant Close out

1b). In-house Tailored Hands on Training with the Grants Management Program (GMP) at the National Institute of Allergy and Infectious Diseases (NIAID)

For five days, the Senior Administrators will attend an in-house tailored hands on training with the Grants Management Program (GMP) at NIAID in Rockville, MD. This training will augment the learning received at GWU, to further strengthen their capacity and confidence to manage NIAD/NIH grants. It will allow GMP staff at NIAD to provide customized information about managing NIAID awards as well as tailored hands on training based on specific needs of MakCHS such as financial management and grant tracking, working with the Payment management system and other online platforms like the (eRA) commons and Grants.gov. The GMP training will also provide the senior administrators an opportunity to seek further clarifications on NIH grants management rules and good business practices. The knowledge acquired from this training will be used to strengthen staff training and mentorship and the plan for implementation of good business practices.

1c). The NIAID regional workshop on program funding and grants administration

Two senior administrators will attend the NIAID regional workshop on program funding and grants administration. This workshop will fine-tune their knowledge in NIH grants management and enable them meet

and interact with NIAID scientific review officers and program officers for insider scoop and tips on successful acquisition and management of NIAID/NIH grants. This meeting will also provide senior administrators an opportunity to meet research administrators from other Institutions and countries for possible future collaborations and partnerships. The knowledge and skills acquired will be used to improve MakCHS' grants management systems and reinforce the research administration staff training and mentorship programs.

After successful completion of all three trainings, the Senior Administrators will be empowered to serve as Institutional Grants Management Leaders (IGML) and champions at MakCHS and the East African region. Where in-person training is not possible due to the current COVID-19 Pandemic and its related travel restrictions, we shall consider online training options facilitated by video conferencing, Zoom, Microsoft teams, Skype and other online learning mechanisms.

Aim 2: Develop and implement a staff training and mentorship plan at MakCHS

2a). Develop a staff training and mentorship plan:

We will develop a staff training and mentorship plan, informed by the lessons learnt from the training at GWU, the GMP training at NIAID and NIAID regional workshop. We will use this plan to guide the preparation and delivery of training sessions and mentorship for junior administrators at MakCHS. The project Implementation Team, Project Advisory Committee and GWU Team will convene meetings to discuss key areas of pre- and post-award administration to include in the training and mentorship plan. Ultimately, this plan will evolve into an in-house grants management professional development career track applicable to grants administrators, researchers and students involved in NIH proposal submission and post award grant management. To ensure a professional and academic approach, we will engage module development experts to support its development into a grants management-training curriculum. Where face-face training is not possible, online training will be used.

2b). Implement the staff training and mentorship plan:

Implementation of the staff training and mentorship plan will be overseen by the Project Implementation Team (PIT) with guidance from the Project Advisory Committee (PAC). Prior to its implementation, the training and mentorship plan will be reviewed and approved by the PAC for fitness of use, financial sustainability and alignment with MakCHS strategic goals. Pre-training meetings will be convened by the PIT to share roles and responsibilities, agree on means of training delivery, identify areas with inadequate support and resources to address gaps identified. Staff training will target all research administrators (69) across the four schools of MakCHS (Table 4)

Table 4:

Schools in MakCHS	Biomedical Sciences	Public Health	Health Sciences	Medicine	Total
No. of Administrators	20	18	12	19	69

- i). Training sessions will be delivered over lunchtime seminars to avoid disruption of office work. The didactic approach to training will be used. The 69 administrators will be divided into groups of four including; Grant Administrators (24), Accountants (22), Procurement officers (5), and Human resource Officers (18). Training sessions will be specific to the needs of each group. Each group will receive an average of four training sessions (face-to-face and/or virtual) over a period of one month. Cross participation for administrators with cross cutting roles will be allowed. All sessions will be facilitated by the Institutional Grants Management Leaders and some external grants administration specialists. At the end of their training, administrators will have a better understanding of NIH policies on financial management, human resources and procurement guidelines, and will be in position to confidently support researchers to effectively comply with NIH funding requirements. Trainees' progress will be monitored through their weekly timesheets, which are an integral part of the MakCHS staff effort reporting system. At successful completion of the training, participants will receive a Certificate if desired.
- ia). Short workshops will be organized for research Investigators to provide them a better appreciation of the NIH funding policies and educate them on the role of administrators in the acquisition and management of NIH grants. 56 investigators will be targeted for this training. They will be divided into two groups of

28 participants, each group training for two days. Some of the topics to be trained will include: grant proposal writing and application submission, budgeting process and monitoring, grant reporting, cost and no cost extensions and grant close out.

- ii).* We will introduce the Research Administrator Buddy program - the first of its kind in Makerere University, through which Administrators will be mentored. Each junior research administrator will be paired with a reliable, motivated and knowledgeable Senior Administrator (the buddy) for peer to peer support and guidance in NIH grants management. Through this program, the Buddy will provide insights on finding funding opportunities for research, preparing and submitting grant proposals, navigating the NIH online platforms, preparing grant budgets, financial reports and project close out. The buddies will also be available to answer any grants related questions, provide clarifications and address any challenges junior administrators may have during their work. This program will also be used to onboard new research administrators, to reduce the time they require to settle into their new roles and responsibilities and be productive. This way, junior administrators will have a reliable and knowledgeable grants management point of contact. Similarly, senior administrators will have the opportunity to improve their leadership skills through mentoring junior administrators. To ensure success of this program, Buddies will be selected based on their competency in grants management and willingness to mentor. The performance of this program will be monitored and evaluated by the IGML monthly using a short, easy to fill questionnaire, completed by both the junior administrator and Buddy. Well evaluated buddies will be recognized in the University monthly newsletter and Annual Report and will be posted on the University Grants webpage. The RA buddy system will carry on throughout the project period and beyond to ensure adequate time for knowledge transfer. Many studies have proven Buddy programs to be cost effective, efficient on time, and maximize hands on learning for both the junior and senior administrators (5)
- iii).* The staff training plan described in 2b) above will be adapted for external training and transfer of grants management capacity to other administrators in Uganda and the region. We will train 25 Research Administrators from other NIH grant recipient organizations in Uganda and East Africa. We will use Webinars to limit physical meetings, which are currently a challenge following the COVID 19 pandemic. Online trainings also reduce the requirement for costly travel especially for administrators from Institutions far from the training location. We will host six (6) Webinars over a period of 3 months. Topics for discussion will be derived from training needs assessment conducted prior to the webinars, and the common challenges research administrators encounter in the course of managing NIH grant awards. Case studies, hands on exercises and Q&A sessions will be incorporated into training sessions to maximize participant engagement. Targeted administrators include those at Universities and Institutions in East Africa such as University of Nairobi-Kenya, Kenya Medical Research Institute, Dar-es-Salam University, Muhimbili University and Ifakara institute in Tanzania. We will utilize the Institutional collaboration agreements Makerere University already has with these Institutions to reach out to the targeted administrators. More administrators will be identified through the East African Network for Research Administrators (EARIMA), to which the PI is an active member, and trusted referrals. Prior registration to participate in the webinar will be encouraged for adequate planning. A mailing list will be created and used to regularly communicate to the administrators to obtain their training needs and advertise upcoming trainings. Each webinar will be recorded for administrators unable to attend. The recordings will also be used to review and improve the quality of delivery for future webinar sessions.
- iv).* In addition to the staff training, we will develop an Online Learning Café to provide administrators a platform to stay closely connected and continue interacting even beyond the training sessions. Through the Café, administrators will engage in online discussions on pre-identified grant topics, share research and training opportunities, grant innovations, SOPs, policy guidelines, grants templates, checklists and other grants resources. The Café will also provide a mechanism for consultations on grant management policies and challenges that administrators may encounter in their course of work. The café platform will be designed to accommodate participants' discussions, which will be archived for future reference. The platform will also have an online suggestion box for instant feedback on best practices and gaps for improvement. In addition, we shall use the café platform to conduct Training Needs Assessments for administrators as well as communicate upcoming grants management trainings.

Aim 3: Strengthen MakCHS' grants management systems and processes.

We will review and improve MakCHS' Standard Operating Procedures and guidelines and strengthen its grants tracking and monitoring system, for efficient management of NIH grant awards.

3a). Review and improve grants management Standard Operating Procedures (SOPs) and guidelines

We will review MakCHS' grants management guidelines and SOPs to establish which ones require updating and modifications. We will identify areas where guidelines and SOPs are needed but do not exist, and develop them. This will be done in consultation with researchers and the Project Advisory Committee to ensure smooth uptake. The developed and updated SOPs will be reviewed and approved by the PAC before use. They will be launched for use at a dissemination meeting attended by Administrators, researchers and the PAC. Successful implementation and compliance to the updated and newly developed SOPs will be enforced by the Grants administrators and research Investigators. The use of updated and suitable SOPs will contribute to better internal controls for grants management and increase compliance to funding rules and regulations including those of NIAID/NIH.

3b). Strengthening MakCHS' capacity to track and monitor Grants

We will strengthen MakCHS' grants tracking and monitoring capacity in order to improve its grants reporting. Currently, MakCHS grants are managed using Ms Excel spreadsheets that are manually populated. Funding opportunities, proposal budgets, grant awards and reporting timelines are spreadsheet based. With MakCHS' impressively growing grants portfolio (See Fig. 1), its no longer sustainable to manage grants using simple excel spreadsheets. Checking and updating several separate spreadsheets takes a lot of time and leaves a lot of room for error. Tracking reporting timelines in excel is cumbersome and tedious. We propose to add a Grant tracking Module to MakCHS' existing Finance Management System to track and monitor grants with advanced efficiency. Requisitions and payment approvals will be managed online for quicker processing, proposal and progress report deadlines will be added to the module with automatic email reminders to the respective PIs, Accountants and Administrators. This will ensure that grant reporting deadlines are never missed. The module will also provide an online repository for all grants documents in an easy-to-access and easy-to-use format for timely informed decision making. This will improve institutional memory as new office bearers will easily access the whole grants history, and upcoming deadlines at a couple of clicks. Our choice of the system will be based on its flexibility to assimilate with the existing QuickBooks Software that MakCHS is currently using for its financial management, and its ability to be tailored to MakCHS grants information needs. The identified system will be reviewed by the Project Implementation Team and approved by the Project Advisory Committee before its procured and implemented. After set up, four grants administrators will be trained by the system developers to use the system, who will in turn train others to use the system. Implementation of a tracking system will provide a centralized location for all MakCHS grants, improving real time access to grant information for decision making and increasing efficiency in grant reporting. It will also improve institutional memory. This system will be sustained by the MakCHS overhead income from research.

Sustainability Initiatives

Beyond the project period, the approved training and mentorship plan discussed in 2a above **will evolve into an in-house grants management career track** applicable to grants administrators, researchers and students involved in NIH proposal submission and post award grant management. The track will be delivered quarterly through the existing Seminar Series Program at MakCHS, and online training. Sessions will be facilitated by the Grants Management Leaders and research administration experts in the region. Quarterly webinar sessions will follow for administrators in other NIH recipient institutions. The sessions will focus on specific topics identified in advance through a needs assessment. A modest registration fee will be charged to meet costs of the facilitators' allowance. These trainings will ensure availability of a pool of grants management experts that can train other research administrators in the region.

Every year, **existing grants Management SOPs will be reviewed and updated to include specific steps for effectively managing sponsored research funds** at MakCHS. Where SOPs do not exist but are needed, new ones will be developed.

Our Grants tracking system will be integrated into the existing MakCHS Finance Management System. This will minimize additional maintenance costs that come with a separate system. The resources that maintain the MakCHS QuickBooks and its updates are already available through the MakCHS overhead income.

The Online Learning Café will transition into an online Community of Practice (CoP) that extends to external NIH grant recipients in the region and beyond, to enhance sharing of knowledge and tools, sustained engagement and capacity enhancement even after this project’s period. The Project Advisory Committee (PAC) will authorize and oversee the implementation of these sustainability initiatives. The PAC is constituted by senior officials of Makerere University, including the Principal MakCHS who has overall responsibility for MakCHS’ financial and administrative strategic direction. He and the other members of the PAC will ensure that the sustainability initiatives are gradually integrated into the MakCHS’ grants management practice. The sustainability initiatives will be monitored and evaluated on a quarterly basis to ensure that they achieve the intended objectives.

Project schedule

Project activities will be conducted within 18 months starting with project kick-off meetings by the PI, Co-Is, PAC and Partner US Team, to comprehensively discuss and understand the grant award terms and conditions. In year 1, efforts will be focused on training activities as outlined below. Other activities and project timelines are here below shown in Table 5.

Table 5: Project Tasks		YEAR 1				YEAR 2	
		Q1	Q2	Q3	Q4	Q1	Q2
		May-Jul	Aug-Oct	Nov-Jan	Feb-Apr	May-Jul	Aug-Oct
18 months							
Startup	Convene first project meeting of PI, Co-Is and PAC and US Hosts						
	Develop project work plan, set targets & key performance indicators						
	Convene Project Orientation meetings (PIT, PAC & US Hosts)						
Implementation	Discussion of training needs for Senior Administrators						
	Training two Senior Administrators at George Washington University						
	In-house Grants Management Program Training at NIAID						
	Monthly online Meetings with GWU team (Zoom, Skype, MS Teams)						
	Quarterly Project Advisory Committee meetings						
	Monthly performance & progress review meetings by the Implementation Team						
	Attend the NIAID regional workshop on program funding and grants						
	Complete training and mentorship plan, present to PAC for review & approval						
	Conduct staff training and mentorship & implement RA-Buddy Program						
	Training Webinars for Administrators from NIH recipient Institutions						
	Complete the business systems improvement plan, present it to PAC for review and approval						
	Implement the business systems improvement plan (SOPs and the Grants tracking System)						
	Develop and implement the Online Learning Café						
	Evaluate project activities						
	Prepare final project reports (Financial & progress)						
Close out	Project Close out						

Project Management and Administration

Stella Kakeeto is the proposed Principal Investigator for this project. She will be responsible for its coordination and smooth implementation including tracking milestones and monitoring its impact. Stella will work with the proposed Co-Investigators, the project advisory committee (PAC) and project implementation team (PIT) to ensure that the project objectives are successfully achieved in the proposed timelines. The proposed Co-Investigator for this project include; Susan Mawemuko, a Grants and Contracts Manager at MakCHS, Elizabeth Nambi, a Finance Manager at MakCHS, and Tayebwa Mordecai a Senior Grants Manager at MakCHS.

This core team will be supported by a Project Advisory Committee (PAC) and a Project Implementation Team (PIT) described below. The day to day administrative support of the project will be provided by an administrative assistant.

Principal Investigator: Stella Kakeeto, BBA, MBA is a senior grants administrator at MakCHS with more than eight years of hands on experience in administration of grants. She holds a Bachelors of Business Administration from Makerere University in Uganda and a Master of Business Administration from the Uganda Management Institute - Kampala. She successfully completed her Fellowship with the Fogarty (FIC) funded Uganda Malaria COHRE Training program based at Makerere University where she studied human resources for malaria case management and published a manuscript. Stella is an active member of the Society for Research Administrators International (SRAI) in Virginia, b) Southern Africa Research and Innovations Management Association (SARIMA)-Cape Town South Africa, c) the East Africa Research and Innovations Management Association (EARIMA) based in Dar-es-Salaam, Tanzania and d) the International Network of Research Management Society (INORMS). Stella completed the NIAID Post Award grants policy and Management training in April 2016 (in Johannesburg South Africa). She also completed the Grantsmanship certificate at the SRAI Annual meeting of October 2014 in San Diego- California, and is set to complete the SRAI leadership certificate in October 2020. Stella is the Secretary of the Grants Management and Research Capacity building committee that provides strategic direction for grants management and training activities at MakCHS. Todate, she has facilitated grants management training for more than 75 administrators and 92 researcher investigators. She also trains beyond MakCHS, the most recent being at Bishop Stuart University in Western Uganda. Stella manages funding from the NIH, CDC, USAID and the European Union. Her role at MakCHS involves finding suitable research funding opportunities, developing proposal budgets, grant contract negotiations and modifications, grant reporting and close out. Stella will provide leadership for the proposed project and its financial accountability. Given her experience, commitment and senior role in the MakCHS Grants Office, she is well positioned to successfully achieve the objectives of this project.

Susan Mawemuko MBA, MASSP, BA Social Sciences is Co-Investigator on this project. Susan is a Grants Administration and Management specialist with fifteen years of experience. She holds a Bachelor's degree in Arts- Social sciences majoring in social administration from Makerere University. She has a Master of Business Administration from the University of Bath School Of Management (MBA) and was student of the Year 2010, receiving the Steve Huckvale Scholar award. She is the Team leader of the School of Public Health Grants office. She is an active member of the Society for Research Administrators and has attended a series of its research administration and leadership trainings since in 2013. She also completed two NIAID trainings in Grants Writing and Scientific Peer review in November 2013 (Johannesburg South Africa) and Post Award grants policy and Management training in March 2011 (Cape Town South Africa). She is an expert in developing grants management systems, administration manuals and standard operating procedures. She was significantly involved in the establishment of the MakCHS Grants Office and led the development of its first Grants Procedures Manual. Susan is a member of the Grants Management Committee at MakCHS School of Public Health. She has been very instrumental in the training and development of research administrators that join the School of Public Health and has mentored and coached many junior administrators. Susan will support this project's administration and operations for smooth implementation. She will also facilitate training sessions on preparing NIH grant applications and monitoring NIH grants.

Elizabeth Nambi Nsobya, ACCA, CIPS, MBA, BCOM is a proposed Co-Investigator for the project. She is a Senior Accountant with more than fifteen years' experience in grants administration and financial management. She holds a Bachelors of Commerce degree from Makerere University, and a Master of Business Administration Degree majoring in accounting and Finance from the same university. She is a Chartered Certified Accountant (ACCA) for ten years now. She has attended a number of trainings in financial grants management organized by the Society for Research Administrators International, Humentum International and others. She is a senior member of the MakCHS Management Board, and the Manager of the MakCHS, SPH Finance Management Unit. For several years, she has managed a range of federal grants from NIH, CDC, USAID, Global Fund, European Union, Gavi Alliance, Gates foundation, Rockefeller Foundation and a number from the United Nations Agencies. She has vast experience in the financial management of grants and has a wealth of knowledge of funding agency rules, reporting and funds accountability. She has many years of experience using the federal payment management system. Elizabeth oversees all financial management functions of MakCHS – School of

Public Health, ensuring proper accountability for disbursed grant funds and financial reporting for projects. She supervises a team of eight accountants who work together with other administrative units and researchers. Elizabeth will ensure that the project funds are used for the intended purpose, and are fully accounted for in time. She will also facilitate training sessions on financial management for NIH grants.

Mordecai Tayebwa, BscQE, Msc. Strategic Planning and Management is a proposed Co-Investigator for the project. He is a senior grants Administrator at MakCHS with more than 7 years' experience in grants administration. He holds a Bachelors of Science in Quantitative Economics degree from Makerere University, and a Master of Science in Strategic Planning and Management from Heriot Watt University. Mordecai supports and supervises pre and post award grants activities at MakCHS. He has vast experience with submission platforms like eRA Commons, preparing grant applications, grants monitoring and close out. His intensive training in and practical experience in grants and contracts management will be of immense value in the realization of aims 1 and 2. He is also the Current Senior Grants Manager for the NIAID grant (5R25TW00930-05) - The international Health Research Ethics Training Program" led by PI Prof. Nelson Sewankambo.

The Project Advisory Committee (PAC)

The PAC will provide strategic advice on the implementation of the project and achievement of its objectives for greater impact. The members of the PAC are particularly selected for their role and leadership in the strategic direction of MakCHS. They have also been significantly involved in the preparation of this proposal. They will meet quarterly to ensure that the proposed project activities are integrated in MakCHS' grants management strategy. The PAC will be constituted by:

Professor David Serwadda MBChB, M.Med, PhD will serve as the Chair of the PAC. Prof. Serwadda is a highly respectable senior faculty in Makerere University. For 7 years, he is Chair of the Grants Management and Capacity building Committee, and Co-chair of the Research and Innovations Fund at Makerere University. His commitment and support to enhance grants management structures within Makerere University and other Institutions in Uganda and the region will be critical in the improvement of systems within MakCHS and beyond. His involvement in the PAC will ensure that the proposed staff training activities and good business practices are smoothly implemented in line with the University's training plans and grants management strategy. Prof Serwadda is a trained medical doctor with a Master of Medicine degree in Internal Medicine from Makerere University. He obtained his Master of Science degree and a Master of Public Health degree from the Bloomberg School of Public Health at Johns Hopkins University in Baltimore, Maryland, USA. Prof Serwadda has over 30 years of experience directing infectious diseases research including the ongoing NIAID funded *HIV Prevention Clinical Trials Network in Uganda project (Award number UM1 AI068619)*, where he is the Ugandan Principal Investigator.

The Principal, MakCHS will serve as a member of the PAC. The Principal has overall oversight of the Finance and Administrative functions of MakCHS. He is a key decision in all matters of the College and his involvement in the PAC will ensure that the training and improved business practices are integrated across all four Schools of MakCHS in a manner that is coherent, cost effective and sustainable.

Professor Rhoda Wanyenze MBChB, MPH, PhD will serve as a member of the PAC. Prof Wanyenze has over 20 years of vast experience in capacity building and program management. For 12 years, she is PI for the postgraduate fellowship program at the MakCHS, funded by the CDC and the [Global Fund](#). Prof Wanyenze is a member of the Grants Management and Research Capacity Building committees at MakCHS, and a member of the Makerere University grants Policy development committee. She chairs the Dean's forum in Makerere University, is a member of Senate and is a member of the University Council Quality assurance and [REDACTED] Committee. She is the current Dean of MakCHS – School of Public Health. She has mentored and supervised several graduate students and junior faculty and published more than 150 papers in international journals. Her ability to use systems thinking to understand the interactions between the grants technical and management aspects of projects will add immense value to this project. Given her keen interest and extensive experience capacity building, she will guide and advise on the implementation of the training and mentorship plans of this project.

Professor Fred Wabwire-Mangen MBChB, MPH, PhD will serve as a member of the PAC. He has extensive experience developing training programs and curriculum. He has spearheaded the development of the innovative experience-based MPH Training Program using the 'Public Health Schools Without Walls' model, which has produced over 400 MPH graduates in the 25 years of its existence in Uganda. He also led the development of the Masters in Health Services Research curriculum in 2007. He has demonstrated experience leading and managing NIH grants including the ongoing ADEPT study (1D71TW011249). He trained in Human Medicine at Makerere University (1982), in Tropical Medicine at Liverpool University (1985) and as an infectious disease epidemiologist at the Johns Hopkins Bloomberg School of Public Health (1987 & 1994). He has published widely with over 160 publications in peer reviewed journals. His involvement in the PAC is to support the development and implementation of the staff-training plan, including its evolution into an in-house career track for grants administration.

Project Implementation Team (PIT)

The PIT will support and facilitate the execution of the approved staff training and mentorship plan and implementation of the plan for good business practices. This team will include MakCHS senior administrators who lead the administrative units in which they belong. These include; 1. Mordecai Tayebwa (Co-Inv and Grants Manager), 2. George Lusiba (Head of Finance), 3. Okiror Godwin (Head of Human Resources), 4. Susan Mawemuko (Co-Inv, Head of Administration). Others will include: 5. Stella Kakeeto (PI), 6. Elizabeth Nambi (Co-Inv), and 7. Training Coordinator (TBD). This team will meet monthly to ensure smooth implementation and wide scale adoption of the training and good business practices across all administrative units of MakCHS.

Other significant contributors (The Team at GWU)

Paul Ndebele, PhD will serve as the GW Team lead in the proposed project. Dr. Ndebele is a Senior Research regulatory Specialist in the Office of Research Excellence (ORE) and has more than 18 years of experience in supporting research. In his current role in the ORE, he works closely with Pre- and Post-award Units on matters relating to conflict of interest and research integrity and compliance issues. Paul has vast experience working in Africa having supported research management in Zimbabwe, Malawi and Botswana and has been an active member of SARIMA (2013-18). Paul will support this project by working closely with fellow GW Team (Theresa and Michael) in coordinating GW activities to ensure cohesive implementation. He will oversee project activities at GWU, develop the training schedule together with his team, and organize placements and trainers for MakCHS Senior Administrators. He will also facilitate training sessions on financial conflict of interest identification and management as well as on compliance with regulations and research protocols.

Theresa Chapman will serve as lead pre-award expert for the SMAC project. Ms. Chapman is the Pre-Award Grant Specialist in the ORE within the Office of the Dean in the Milken Institute School of Public Health at the George Washington University (GWSPH). She has over 20 years of experience navigating research administration in higher education, development and provision of training workshops, plus management and coordination of intramural funding for faculty, staff, and students. She has a broad background in research administration in both pre- and post-award environments with an intricate understanding of the entire lifecycle of a sponsored award and supporting business infrastructure. She provides efficient and strategic oversight of the pre-award phase of the research cycle across GWSPH and serves as lead in our ORE Pre-Award Unit providing advice and assistance at the school, department, and individual Principal Investigator (PI) levels. Ms. Chapman will develop and deliver webinars and training sessions on relevant topics that support the entire lifecycle of the award process.

Michael Burdan will serve as the lead post-award expert for the SMAC project. Mr. Burdan is the Post-Award Research Manager in the ORE. While at the Milken Institute School of Public Health, he was involved in a number of initiatives that included the creation of a *Proposal Tracker* designed to streamline proposal workflows and gather data for metrics and analysis as well as pushing live a number of ORE webpages with valuable information about pre- and post-award related topics designed for use by administrators and faculty. Mr. Burdan has a fair amount of both teaching and mentorship experience from his time working in the field of public health, thus he is well equipped to deliver webinars and training sessions.

Project performance monitoring and Evaluation framework

This M&E framework in Table 6 below is the roadmap for tracking and assessing the results of our proposed interventions over the 18 months project, for satisfactory performance. It outlines the indicators we will use to measure progress towards set objectives, reporting requirements and provides for documentation of successes and challenges during project implementation. Table 6

Expected result	WHAT?		WHEN?	TARGETS		
	Indicator	Means of verification	Frequency	At 9 months	At 18 months	Outputs
Strategic Objective 1: To strengthen research administration capacity of 2 Senior Administrators at MakCHS to efficiently and effectively manage NIH grants						
Improved knowledge and skills in management of NIH grants	Percentage of Senior administrators trained	Training reports	One hands on training per year for 2 years	50%	100%	2 Grants management Leaders with advanced knowledge and skills in NIAID/NIH grants Management
			Attendance to one GMP training at NIAID for 5 days	100%	100%	
			Attendance to one NIAID regional workshop on program funding and grants administration		100%	
Strategic objective 2: Develop and implement a research administration staff training and mentorship plan						
Improved knowledge and skills in management of NIH grants	Percentage of trained Junior administrators	Training reports	One session per week for 4 weeks, for each category of administrators	100%	100%	69 junior administrators with improved knowledge and skills in management of NIAID/NIH grants
			Two Webinars per month for 3 months	50%	100%	25 administrators with improved knowledge and skills in management of NIAID/NIH grants
	Percentage of research scientists trained	Training reports	4 Training Workshop conducted in 4 days	100%	100%	56 research scientists with improved knowledge of managing NIAID/NIH Grants, and better appreciation of the role of administrators in NIAID/NIH grants management.
	Percentage of Junior administrators enrolled for mentorship on the RA-Buddy Program	Project reports, College Newsletter, Individual Time sheets & Questionnaire	Performance will be reviewed on a monthly basis	50%	100%	69 junior administrators mentored for improved management of NIAID/NIH grants
Increased networking and exchange of grants knowledge and resources among administrators at MakCHS and other Institutions	Number of administrators actively engaged on the online Café	Project reports Platform statistics	Monthly review of the volume of engagements, discussions and grants resources shared		94	94 research administrators engaged on the platform Documented case studies and online discussions Archived FAQ (Frequently Asked Questions)
			Monthly review of the online suggestion box		50	Compiled list of best practices and areas for improvement
Strategic Objective 3: Strengthen MakCHS' grants management systems and processes						
A robust grants management system in place (for efficient tracking of grants and timely grant reporting)	Number of SOPs updated	Project reports	Review 2 SOPs per month in 5 months	5	10	At least 10 SOPs updated
	Number of SOPs developed		Develop 1 SOP per month in 5 months		5	At least 5 SOPs developed
	Number of Grants Tracking Systems developed	Project reports	Monthly review of the performance of the Grants Tracking system		1	A Grants Tracking System in place

PHS Human Subjects and Clinical Trials Information

OMB Number: 0925-0001

Expiration Date: 02/28/2023

Use of Human Specimens and/or Data

Does any of the proposed research in the application involve human specimens and/or data *

Yes

No

Provide an explanation for any use of human specimens and/or data not considered to be human subjects research.

Are Human Subjects Involved

Yes

No

Is the Project Exempt from Federal regulations?

Yes

No

Exemption Number

1

2

3

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Other Requested Information

References:

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