

# **SOKOINE UNIVERSITY OF AGRICULTURE**



## **RESEARCH POLICY AND STRATEGIES**

**Fourth Edition, September, 2018**

**SOKOINE UNIVERSITY OF AGRICULTURE**



# **RESEARCH POLICY AND STRATEGIES**

**Directorate of Postgraduate Studies, Research,  
Technology Transfer and Consultancy (DPRTC)  
Sokoine University of Agriculture**

**P.O. Box 3151, Chuo Kikuu, Morogoro, Tanzania  
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## Brief description

This revised version of Sokoine University of Agriculture (SUA) Research Policy 2010 provides policy statement, and related implementation strategies. The revised policy accommodates contemporary and emerging issues to ensure increased number and quality of research outputs.

The revised Policy seeks to affirm institutional commitment and sets direction of research to enable SUA researchers to contribute to Tanzania national development by providing high quality and reliable research evidence as per SUA Corporate Strategic Plan (CSP) 2016-2021, to inform national policies for effective implementation of the Tanzania's Development Vision 2025, the Second Five-year Development Plan 2016 – 2021, the 5<sup>th</sup> Government's industrialization agenda and other National development priorities.

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## ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
BSU	Building Stronger Universities
CCIAM	Climate Change Impacts, Adaptation and Mitigation
COSTECH	Tanzania Commission for Science and Technology
CSP	Corporate Strategic Plan
DPRTC	Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy
DRPGS	Directorate of Research and Postgraduate Studies
EPINAV	Enhancing Pro-poor Innovations in Natural Resources and Agricultural Value-chains
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IPR	Intellectual Property Rights
IRB	Institutional Review Board
NSGRP	National Strategy for Growth and Reduction of Poverty
RPDS	Research and Publication Documentation System
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SUA	Sokoine University of Agriculture
SUAReF	SUA Research Fund
TDV	Tanzania Development Vision

## PREFACE

The restructured Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy (DPRTC), which was established in 1988 as the Directorate of Research and Postgraduate Studies (DRPGS), is responsible for the administration, coordination and overseeing the implementation of SUA Research Policy. The DPRTC is also responsible for monitoring and ensuring compliance of research endeavours to the University's research agenda. In addition, the Directorate is responsible for managing research funds and monitoring all research activities undertaken at SUA.

This 4<sup>th</sup> edition of the Policy replaces the 3<sup>rd</sup> edition of 2010 and contains the revised research policy for Sokoine University of Agriculture (SUA) as approved by 152<sup>nd</sup> meeting of the University Council held on 27<sup>th</sup> September 2018. The revised policy has included more elaborated policy statements to demonstrate SUA's commitment and consideration in attaining research excellence. More elaborative policy statements added include:

- Investment in research infrastructure,
- Research coordination,
- Integrity and ethics in research including a firm anticorruption stand,
- Whistle-blower and Witness Protection policy,
- Research quality assurance,
- Ownership of research outputs and IPR,
- Gender, HIV and AIDS, and
- Capacity building.



The revised policy has been prepared to align with the SUA Corporate Strategic Plan (CSP) 2016-2021 which calls for increased volume and quality of research, gender mainstreaming and capacity building in research for sustainability and relevance of research and outreach.

The current edition has also revised some of policy statements, to accommodate new developments as guided by the SUA CSP (2016-2021) and the University Council decisions pertaining to university restructuring. The revised version includes issues that have been embraced in the restructuring such as facilitation, incentives, quality assurance and motivational arrangements.

In making revisions to this document, various sectoral policies were consulted, such as: Research Policy on Agriculture and Livestock; Commission for Science and Technology Research Priorities for Tanzania 2015 -2020; National Research and Development Policy; National Forestry Policy; Beekeeping Policy; Wildlife Policy; Tourism and Eco-tourism Policy; National Environmental Policy; Education and Training Policy; Industry and Energy Policy; Science and Innovation Policy; and the UN Sustainable Development Goals.

This document is meant to ensure that SUA is committed to allocating resources to fulfil its objectives, functions and obligations to advance knowledge through quality research that addresses national challenges as per SUA Charter of 2007. The document is also meant to provide guidance to SUA researchers and other collaborators when formulating and undertaking research at SUA and Tanzania in general.

Since SUA realises the need to keep pace with the changing world, the SUA research policy and strategies will be reviewed as deemed necessary. These revisions will however be guided by SUA's strategic research objectives as set out in the SUA's Corporate Strategic Plan (2016-2021).

Sokoine University of Agriculture through the Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy (DPRTC) acknowledges the inputs from various Units, Departments, Colleges and School; the Task Force led by Dr. Daniel Mushi and facilitated by Prof. Lusato R. Kurwijila, Dr. Nyambilila Amuri and Prof. Eson Karimuribo; and other members of the Task force, namely Prof. Amon Z. Mattee, Dr. Fulgence J. Mishili, Dr. Beda John Mwang'onde, Dr. Josiah Z. Katani, Dr. Claudius Luziga and Dr. Fatihiya A. Massawe. Last but not least, we thank external stakeholders, various University committees, and individuals who, in their various ways, contributed to the production of the final document. Their efforts are highly appreciated and we look forward for their continued support.

Prof. Raphael T. Chibunda  
**Vice Chancellor**

## EXECUTIVE SUMMARY

Research is among the main Sokoine University of Agriculture mandates, in addition to teaching and; offering advisory and consultancy services to the community. The research mandate of the university continues to draw much inspiration from the vision and guidance of the Father of the Nation and the first Chancellor of SUA, Mwalimu J.K. Nyerere which directed that “the University should endeavour to answer the needs and solve the problems of Tanzania’s agriculture and rural life, manage natural resources on a sustainable manner and to contribute to improved production and therefore improving living standards of the people”. This revised SUA Research policy was necessary for positioning SUA to the emerging needs and challenges of the community, national and global development priorities.

### **The revised policy has the following new features:**

The revised policy has included more elaborated policy statements to demonstrate SUA commitment and consideration in attaining research excellence. More elaborative policy statements added include:

- i. Investment in research infrastructure,
- ii. Research coordination,
- iii. Integrity and ethics in research including a firm anticorruption stand,
- iv. Whistle-blower and Witness Protection policy,
- v. Research quality assurance,

- vi. Ownership of research outputs and IPR,
- vii. Gender, HIV and AIDS, and
- viii. Capacity building.

All researchers and SUA Management must refer to this document when writing proposals, coordinating and implementing research projects so as to be in conformity to the policy provisions provided herein. Thus this document should be a regular reference and companion to SUA management, researchers, students and research collaborators.

## **1.0 INTRODUCTION**

Sokoine University of Agriculture (SUA) was established by Act of Parliament No. 6 on 1<sup>st</sup> July 1984. Before then, it was a Faculty of Agriculture, Forestry and Veterinary Sciences of the University of Dar es Salaam. In 2005, the Universities Act No. 7 repealed Act No. 6 and paved way to the establishment of University Charters. Since 2007, SUA has been operating under its Charter and Rules of 2007 signed by the President of the United Republic of Tanzania on 28/03/2007.

SUA has four campuses namely; SUA Main campus (2,376 ha) and Solomon Mahlangu Campus (1,050 ha) in Morogoro, Olmotonyi campus (840 ha) in Arusha and Mazumbai campus (320 ha) in Lushoto. In addition, SUA has student field practical sites in Mbinga, Madaba and Tunduru, Ruvuma Region; Mgeta, Morning site and Kitulangalo forest reserve in Morogoro Region.

SUA's main mandates are teaching, research, offering outreach and consultancy services to the community. The institution's academic business is guided by the university's vision and mission as well as its core values as stipulated in the 4<sup>th</sup> Corporate Strategic Plan (2016-2021).

## **2.0 PERFORMANCE REVIEW OF 2010 POLICY**

Among the major challenges encountered during implementation of the policy was failure to operationalize some of the key strategies, especially the allocation of 1% of GDP to research by the government and grant administration fee to research by SUA implying that SUA

did not support any research project from internal funds during that implementation period. This exacerbated donor dependence and lost a number of opportunities to build the capacity of young academic staff through internally funded research projects. Through the SUA CSP (2016-2021) SUA committed itself to identify funding sources for the SUA Research Fund (SUAReF) and its operationalization by September 2016, but to date this has not been put into action. It is therefore important that this policy decision is implemented in order to redress those shortcomings.

Generally, the policy has been implemented with considerable success in areas such as mainstreaming gender in recruitment, management positions at various levels, participation in research projects and paying particular attention to the environment in the design and implementation of research projects. The IPR issues have been institutionalised and SUA has recorded several patents, Breeders Rights and copyrights. This revised policy will further consolidate these gains and foster research performance and accountability as per SUA CSP 2016-2021 values.

### **3.0 RESEARCH POLICY**

The Sokoine University of Agriculture Research Policy is based on the national and global policy framework guiding the development of the economy. The Tanzania Development Vision 2025 (TDV 2025) provides a foundation for this policy because it visualizes that by the year 2025 Tanzania's economy will be transformed from a low productivity agricultural based to a semi-

industrial economy. It is anticipated that such economic transformation will be led by application of science and technology and highly productive agricultural activities which are effectively integrated with supportive industrial and service activities in rural, peri-urban and urban areas.

To realise the vision, the Government has formulated the Long-Term Perspective Plan 2011/12–2025/26, which is being implemented through a series of Five Year Development Plans. The main objective of the current (second) Five Year Development Plan is “*Nurturing Industrialization for Economic Transformation and Human Development*”. Among other core priorities, it aims at transforming agriculture for food self-sufficiency and export, raw materials for agro-processing industries reviving and developing the irrigation schemes particularly in selected agricultural corridors, and high value crops including horticulture, floriculture, spices and vineyards just to mention a few. This transformation is expected to contribute to the second National Strategy for Growth and Reduction of Poverty (NSGRP II) aimed at poverty reduction and to the SDGs, particularly SDGs 1-ending poverty; 2-reducing hunger; 12-contributing to sustainable consumption and production and 13-taking the necessary climate actions.

The SUA Research Policy is also guided by the mandate and core mission of the university. As the only major agricultural university in the country, SUA has the noble responsibility of contributing to the national efforts of improving the well-being of the majority of Tanzanians whose livelihoods depend on agriculture. SUA’s

contribution is through modernizing and commercializing agriculture so as to increase productivity and profitability of farming, improve food and nutrition security, increase incomes, increase access to quality agricultural science education and ultimately contributing to poverty reduction.

### **3.1 The Goal of the Policy**

In line with the SUA Corporate Strategic Plan 2016 - 2021, this Policy aims at streamlining the coordination and management as well as increasing the sustainability of funding of research activities at SUA with the objective of improving not only volume but also the quality of research outputs. These are expected to lead to more relevant and impactful research activities addressing the societal problems at the same time promoting innovation for the country's socio-economic development. The Policy guides SUA researchers, students and administrators as well as external stakeholders including potential collaborators, funders and clients. The involvement of all these stakeholders is expected to maximize the effectiveness and efficiency of conducting research at SUA.

### **3.2 Objectives of the Policy**

The overarching objective of the Policy is to facilitate more coherence in funding and coordinating research activities and to strengthen the capacity to manage, monitor, evaluate, and disseminate research outputs.

#### **3.2.1 Specific objectives**

The policy aims at addressing the following key specific objectives:



- (a) Improving the efficiency and effectiveness of managing and coordinating research,
- (b) Enhancing capacity to conduct quality and demand-driven research,
- (c) Ensuring that research activities are aligned with SUA's vision and mission, as well as with national and international development agenda,
- (e) Enhancing capacity for innovation and dissemination of technologies,
- (d) Enhancing capacity to fund research from internal sources and to solicit research funds from national, regional and international research funding organizations.

### **3.3 Policy Issues and Policy Statements**

#### **3.3.1 Research Funding and Management**

***Policy Issue:*** While research for solving the country's problems should be funded by the government, in practice government supports to research has been small. Furthermore, decision by SUA Council that a portion of the revenue from government subvention, institutional fees and student fees be dedicated to supporting research has not been fully honoured and operationalized. As results, most of the research activities at SUA have been funded by external agencies and mostly in SUA focus areas that match with funders

priorities leaving other research areas least funded even though they are important for the national economic development. Each funded research project has to incur both Direct and Indirect costs. Coordination and management of research funds at SUA needs to take into consideration availability of administrative costs.

### **Policy Statements**

1. SUA shall establish the proportion of its revenue from different sources to be allocated for supporting research and shall put in place the modalities for accessing and using the funds so allocated.
2. The DPRTC shall establish a special desk within the Directorate dedicated to identifying potential sources of funds and organizing modalities at University level to respond to such opportunities.
3. The DPRTC shall encourage and support SUA researchers to prepare and submit quality research proposals for competitive research grants application.
4. Various academic units within SUA shall liaise with private sector organizations, including commercial organizations, NGOs and CBOs on the possibilities of conducting contract research to develop innovations for their use.
5. SUA will establish a mechanism for recognizing and rewarding researchers who attract research funds in their specific areas of expertise.

6. Every funded project shall pay institutional fee at a rate which will be approved by the University Council unless the fee is waived by an approved university authority.
7. In case institutional fee waiver is granted, an affirmation of payment of mandatory costs, such as bank charges, will be required so that research project funds are not managed at the expense of SUA.
8. Research funds will be managed by DPRTC.

### 3.3.2 Research Coordination

**Policy Issue:** According to internal reviews, SUA system for coordination of research activities including planning, proposal writing, searching for sources of funding, research implementation, monitoring and evaluation and reporting of research results requires further strengthening. Furthermore, SUA lacks easily accessible database for research and research findings. SUA therefore established a Research and Publication Documentation System (RPDS) to support electronic registration, reporting research progress, online application for research associateship and building research database but it is yet to be fully utilised among researchers at SUA.

## **Policy Statements**

1. The DPRTC shall coordinate all research activities including planning, proposal writing, searching for sources of funding, research implementation, monitoring and evaluation.
2. All research projects shall be registered with the DPRTC, and all research reports shall be subjected to approval by the DPRTC before being submitted to funding agencies.
3. Standard Operating Procedures (SOPs) shall be publicized for adherence to by all SUA researchers to facilitate coordination, monitoring and reporting.
4. DPRTC shall manage, maintain, regularly upgrade and sensitize full utilization of RPDS to create accurate and accessible research database.
5. The DPRTC shall be responsible for reporting and disseminating research findings within SUA through Institute of Continuing Education (ICE) and to all other relevant stakeholders outside SUA through SUA Media and other communication channels.

### **3.3.3 Institutional Research Priorities**

**Policy Issue:** Even with limited financial resources, research activities at SUA are expected to have significant impacts to the society. This means that the research agenda need to be based on carefully selected priority areas that are aligned to: SUA's vision and mission, the national development agenda and the global Sustainable Development Goals (SDGs).

## **Policy Statements**

1. All academic units shall identify research priority areas in their particular fields, but aligned to the institutional research agenda.
2. As far as possible, research to be conducted at SUA should be demand driven.
3. Approval/endorsement of research proposals for funding shall be based on the degree of adherence to the agreed priorities, among other things.
4. DPRTC shall facilitate the formation of research teams and Professorial Chairs led by eminent academicians to develop further and seek funding for the priority areas identified in this document.

### **3.3.4 Integrity and Ethics**

**Policy Issue:** In conducting research and publishing research findings, SUA researchers will be working with human and animal subjects. Nonetheless, it is expected that such research undertakings will respect and preserve the integrity of the subjects, including the environment, observe material and data transfer agreements as per the University and national requirements. In addition, it is expected that such research will be conducted with a high degree of honesty, by avoiding any temptation to fabricate, to falsify or to plagiarise the work of others. Therefore, researchers shall have

to abide by the highest ethical standards and professionalism in order for SUA research outputs to be of high quality and respected by the national and global scientific community. At the same time, SUA strictly enforces a policy of zero tolerance to corruption including abuse of power. SUA researchers shall not engage in any acts of corruption or fraud which will tarnish the name of the university and their own integrity.

### **Policy Statements**

1. SUA shall regularly update its Code of Ethics for Conducting Research and shall put in place a mechanism for providing research ethical clearance for all research projects before starting the research activities.
2. All SUA researchers shall be sensitised about the Code of Ethics and shall be required to adhere to it.
3. Commensurate punitive disciplinary measures shall be taken against any researcher contravening the Code of Ethics or engaging in corrupt practices or fraud.
4. SUA shall take steps to establish a system of protecting those who will report on any malpractices in line with the Whistle-blower and Witness Protection Act passed by Parliament in 2015.
5. SUA, through DPRTC, shall put mechanism to ensure monitoring and evaluation of research implementation to ensure compliance to research

ethics. To operationalize this into practices, SUA shall establish an Institutional Review Board (IRB).

6. Breach of ethical conducts especially fraud and plagiarism shall be treated as any other crime and shall lead to prosecution in court of law accordingly.

### 3.3.5 Research Quality Assurance

**Policy Issue:** SUA shall strive to promote the highest standards of scientific excellence in conducting research. This will make SUA attractive to potential internal and external collaborators and funders, besides enhancing capacity for developing useful innovations.

#### Policy Statements

1. SUA shall endeavour to improve the research facilities including establishing accredited laboratories for specific disciplines.
2. All research proposals from SUA shall be subjected to a quality control before endorsing and forwarding to potential donors.
3. All research projects shall put in place and fund M&E teams that shall include at least one member appointed by DPRTC, who is not a member in the research project, to carry out M&E of the project.
4. DPRTC shall strengthen the system of monitoring research projects to ensure that they are progressing according to the stipulated plan and that what was promised is delivered.

5. Each academic unit shall organize regular seminars where project leaders will present their research progress reports and outputs for scrutiny by peers.

### 3.3.6 Dissemination of Research Outputs

**Policy Issue:** For research activities conducted at SUA to have impacts, research outputs must be widely disseminated to various internal and external stakeholders, using different media. Such dissemination can be targeted to specific groups or it may be for general public awareness. Whatever the case, dissemination has to be made an integral part of the research project, which must indicate the ultimate intended consumer of the research outputs.

### Policy Statements

1. All researchers shall be required to include a component for dissemination of research results in their research proposals and this will be one of the criteria for approval/endorsement. This will include cost of attending local and international workshops and conferences.
2. Dissemination of research output shall be done in a responsible manner with respect to accuracy, representativeness and potential impact to the society.
3. All researchers shall be required to report their publications to DPRTC and deposit their publications



and other research reports in the SUA Institutional Repository.

4. SUA shall establish and provide to all researchers a list of reputable journals for all disciplines existing at the University in which research findings can be published.
5. SUA shall establish a mechanism for rewarding researchers who publish in referred reputable journals.
6. SUA shall establish a system of organizing Annual Research Conferences and Exhibitions whereby staff and student research findings will be presented and discussed by both the academic and non-academic communities.
7. All researchers shall be required to include outreach activities as part of dissemination of research results as per SUA Outreach Policy 2017.
8. SUA shall provide support to professional associations for holding their annual conferences/ workshops or for producing their journals.

### 3.3.7 **Ownership of Research Materials, Data and Outputs**

**Policy Issue:** Even though SUA does not solely carry out research for the purpose of commercial gain, commercial benefit from the exploitation of the results may help to effectively disseminate research results and enhance public benefit. Hence, a key

output of all research undertakings at SUA is the innovations that can be applied by industry and the general public. However, to achieve wide applicability, such innovations have to be protected and packaged in a usable form and eventually transferred to the users. This process requires SUA to establish a system of protecting the Intellectual Property (IP) embodied in any innovation coming from research, and for facilitating the transfer of such innovation to end-users. To implement this, SUA has put in place an Intellectual Property Rights (IPR) policy. Publications are also part of research outputs to advance knowledge and disseminate results and are property of SUA if they emanate from research, training or other activities conducted at SUA.

### **Policy Statements**

1. Unless otherwise stated, all intellectual property arising out of research conducted at SUA shall belong to the university.
2. SUA established and shall maintain and operationalize a Technology Transfer office, which shall be responsible for protecting the intellectual property arising out of research conducted at SUA through patenting and/or other IP mechanisms.
3. The Technology Transfer office shall work with researchers and other relevant external stakeholders

to commercialize or otherwise popularize any innovation with potential practical application.

4. Where an innovation has been adopted for practical application, the researcher (s) shall be recognized accordingly in line with existing IPR Policy.
5. All research materials and data transfer to internal and international collaborating institutions shall be governed by Material Transfer Agreement (MTA)/ Data Transfer Agreement (DTA) approved by SUA and/or respective competent national authority depending on nature and type of materials/data.
6. All publications by students and staff that emanate from research or training activities at SUA shall indicate SUA as an affiliate institution of the author(s).

### 3.3.8 Gender

**Policy Issue:** SUA has put in place a Gender Policy which among other things proposes to mainstream gender in all research and outreach activities. Researchers need to strive to generate gender-disaggregated data and gender sensitive technologies. This is in line with the various government policies, laws and action plans for equitable distribution of social and economic opportunities including those related to research resources, opportunities, education and training. However, for various reasons, women and youths continue to be under-represented

in research activities, and to suffer discrimination in the benefits of research. Therefore, research undertaken at SUA must be gender-sensitive and should not result into further marginalization of any disadvantaged group in the community.

## **Policy Statements**

1. SUA shall sensitise all research on the contents of the SUA Gender Policy and ensuring equal opportunities for all.
2. Researchers shall be encouraged to include explicit statements in their proposals on how they have mainstreamed gender in their research project document.
3. Researchers shall, as far as possible, produce gender-disaggregated data which should inform the discussions of the results and conclusions from the study.
4. SUA, through DPRTC, shall encourage gender consideration in forming balanced research teams comprising of all relevant groups in the Institution such as women, young, persons with disabilities, junior and senior team leaders and members.

### **3.3.9 Environment and Climate Change**

**Policy Issue:** Human activities have continued to harm the environment at unprecedented rates. The poor communities have been

most affected by the impacts of climate change and environmental degradation, especially through flooding, landslides, soil erosion and pollution of water sources. While the government has taken various steps to address problems associated with environmental degradation, much still remains to be done to protect the environment and the biodiversity in those affected areas.

### **Policy Statement**

1. SUA researchers shall abide to the national environmental policies, laws and regulations and ensure that their research activities have no adverse effects on the environment and make sure that they enhance sustainable use of resources.
2. Research facilities such as laboratories, field experiments and machinery operations shall observe provisions of the Occupational Safety and Health and ensure that no environmental pollution is caused and at the same time ensure that greenhouse gases emission, deforestation and overgrazing are being reduced.

#### **3.3.10 HIV and AIDS**

**Policy Issue:** HIV/AIDS is still a major challenge to the country's socio-economic development efforts due to its contribution to the loss of human capacity and the huge financial

burden for the treatment and care of the infected. While significant efforts by the government and its partners has gone into prevention of new infections, SUA must also take concomitant steps to ensure that no new infections are emerging among its staff members and students.

### **Policy Statement**

1. SUA shall continue to take measures against HIV/AIDS including raising awareness and encouraging regular voluntary testing and counselling in line with the SUA Health Policy of 2013.
2. SUA researchers shall not stigmatize people living with HIV/AIDS in their daily research and teaching activities in accordance with National HIV/AIDS policy.

#### **3.3.11 Capacity Building for Researchers**

**Policy Issue:** To ensure that SUA continues to engage in cutting-edge research and to improve the volume and quality of publications, deliberate efforts will be made to continuously build the capacity of staff especially young researchers, through long- and short-term training programmes, as well as by other available means.

## Policy Statements

1. SUA shall facilitate establishment of research teams and create conducive environment to ensure the sustainability and succession of functional research teams including recognising the research teams at all levels from the Departments/units to Colleges and the University as whole.
2. SUA shall put in place a staff development programme to build capacity of its staff.
3. Researchers shall, where possible, include in their research proposals, a budget component to support short term and long-term staff and students training.
4. DPRTC shall organize regular in-house training of staff and students to build capacity for attracting and managing research grants.
5. DRPTC shall strengthen the mentoring programme where young researchers will be linked with senior researchers as their mentors.

### 3.3.12 Enabling Research Environment

**Policy Issue:** To ensure that research activities are conducted effectively, the University shall provide a good and conducive working environment to all staff members. Adequate infrastructure including well-equipped laboratories, ICT and internet services, reliable electricity, office space, and other facilities are essential for enabling environment to achieve increased volume and quality of research.

## **Policy Statements**

1. SUA shall strive to progressively improve and expand its research infrastructure, including laboratories and offices using government funds and in partnership with other public, private and international development partners.
2. Researchers will be encouraged, where possible, to include a budget component to support the procurement of research equipment and facilities for use by all researchers and students at the University.
3. All equipment used in a research project, unless otherwise stated, shall remain the property of the University, and shall be deployed as will be deemed in the best interest of strengthening research at SUA.
4. While on-farm research activities are highly encouraged, all researchers shall, as far as possible, replicate such best practices on SUA Campuses as part of Innovation Park.

### **4.0 STRATEGIES TO SUSTAIN RESEARCH EXCELLENCE**

#### **4.1 Sustaining funding of research at SUA**

In order to establish sustainable funding mechanisms for research, SUA Council at its 135<sup>th</sup> meeting held on 25<sup>th</sup> September 2014, approved establishment of SUA Research Fund (SUAReF). SUAReF aims at providing sustainable funding for research so as to generate knowledge that responds to contemporary



and emerging needs in the professional areas of competence of academic staff. The University shall take the following steps to sustain the funding of research:

- 1) Allocating 1% of all University undergraduate and postgraduate students' tuition fees paid to the University to support research.
- 2) Allocating 0.3 % of research projects institutional fees charged by the university on all research projects and retained at DPRTC to support research.
- 3) Apportioning 0.7% of the institutional fee charged on externally funded research projects to cater for capacity building at various levels (College, School, Directorate, Centre, and Department) of the University.
- 4) Allocating 1% of the 25% of internally generated funds over three years increasing to 3% thereafter for funding research.
- 5) Soliciting research grants and donations from development partners.
- 6) Encouraging staff to respond to competitive research grants from the government through COSTECH.
- 7) Forming partnerships with private sector through commissioned research.
- 8) Organizing fund raising for specific research needs.
- 9) Building the capacity of staff to write competitive-grant winning proposals.

## **4.2 Research infrastructure**

In order to fully utilize the human capacity for research available at SUA, it is important to provide the necessary infrastructure to facilitate the implementation of the various research activities. Efforts will be made to seek alternative sources of funds to supplement those availed by the Government for constructing and developing research infrastructure in the University. These sources among others will include stakeholders from the private sector and the international research organizations. To ensure efficiency and effectiveness, such infrastructure can be operated on a partnership arrangement with the financiers.

SUA will encourage all researchers as far as possible, to incorporate elements of infrastructural development in their research proposals so that on-going research can also make significant contribution towards improving the quality of infrastructure and the learning environments in general at the University.

## **4.3 Building Capacity of Researchers**

The quality of research undertaken at SUA depends very much on the capacity of its staff to plan and execute research projects at the highest level of professionalism. Thus, developing a critical mass of highly qualified researchers will be an important part of the strategy for strengthening research at SUA. Therefore, deliberate efforts of developing skills of junior researchers through postgraduate training, engagement in post-doctoral programmes and in-house short-term training will be made.

On the other hands, senior academic staff members shall be supported for their sabbatical leaves for professional re-tooling at reputable institutions to sharpen their research skills.

SUA shall also work towards creating a strong cadre of research fellows who shall dedicate their time solely to conducting cutting-edge research in different fields, while improving the system of promotion and recognizing their contribution. Through the Professorial chair system, SUA shall create opportunities for experienced researchers from outside SUA to conduct research and help to build capacity of researchers at SUA.

#### **4.4 Monitoring and evaluation of research projects**

In order for SUA and its staff to benefit fully from any research undertaken it will be important to have in place a rigorous system of monitoring research progress and of ensuring compliance to all agreements and contracts that SUA has entered into. This will ensure that SUA is informed about all the ongoing research activities, and all the research outputs that are being generated from research. Furthermore, careful monitoring and evaluation of research projects shall enable SUA to acquire, protect and eventually benefit from any intellectual property that may be generated from such research. To ensure effective and efficient Monitoring and Evaluation system, SUA shall put in place the following strategies:

1. SUA will develop, upgrade and sustain an on-line system for tracking all the agreements and contracts as well as progress in the execution of specific research projects.

2. All research projects shall be monitored and evaluated to ensure academic excellence in SUA's research undertakings and that research goals are achieved. Colleges, Schools and Centres will hold Annual or bi-Annual scientific conferences where research activities and key findings from all the Departments will be presented. Funds for such conferences will be budgeted for and approved through DPRTC.
3. Research progress reports shall be submitted every three months to monitor progress of each research.
4. Technical meetings of relevant committees shall be used to monitor and evaluate research projects.
5. Where necessary, College / School / Institute / Directorate / Centre Committees shall carry out independent spot checks and evaluations during implementation or at the end of each of the project.

#### **4.5 Innovative ways to reward researchers**

Motivation to researchers is essential to fast-track achieving SUA-CSP strategic objective of increasing volume and quality of research and encouraging its staff to attain excellence in research. In recognition of researchers' contributions, SUA will have the following schemes to remunerate researchers:

##### **4.5.1 Rewarding the research team**

- i. All research teams that attract research funds from external funding agency shall be remunerated with 1% of the institutional fee paid from the grants they attracted.

- ii. The award shall be given at the end of each year during project time, based on the disbursements from the donor. The monetary award shall be shared equally among team members.
- iii. For a research team to qualify for the monetary award, it must adhere to rules and regulations for implementing research and ethical conduct as stipulated in the SUA Research Regulations and Guidelines.

#### **4.5.2 Excellence in Research awards**

Sokoine University of Agriculture recognizes the effort of its staff to ensure that SUA meets its strategic objective of increasing volume and quality of research that has impact on economic, social, scientific and technological development. Thus, SUA has initiated five categories of research award to recognize the efforts and further motivate its staff and students to achieve excellence in research and disseminating research findings. Each awardee will receive a certificate of excellence in research, a trophy and a monetary award as may be determined from time to time.

##### **The five research award categories are:**

- i. Category 1: Edward Moringe Sokoine Researcher of the Year Award for Excellence in Research.
- ii. Category 2: Best Researcher in Attracting Research Grants to SUA.
- iii. Category 3: Young Researcher of the Year Award.

- iv. Category 4: Best Postgraduate Student Research Award.
- v. Category 5: Best Undergraduate Student Researcher Award.

#### ***4.5.2.1 Criteria for selection and evaluation for the award of “Edward Moringe Sokoine Researcher of the Year Award for Excellence in Research”***

The Senate Committee responsible for overseeing Research and Publication shall lead the exercise of selection and evaluation of eligible researchers for the Edward Moringe Sokoine Researcher of the Year Award. The name of contestants for this award shall be submitted by each Departments, Colleges, School, Institutes and Centres. Each academic unit will be required to identify one name to be submitted to the Senate Committee responsible for Research for consideration for the award. The evaluation will focus on the achievements made in the specific year of the assessment.

Identification shall base on the following criteria:

- i. The number of research projects one is involved in and the exhibited level of active participation (leadership in the project, conduct of studies and overall participation in the project activities). Points for level of participation will be as per guidelines for Assessment of Researcher Effectiveness.
- ii. The number of publications, considering the type: peer reviewed journals, chapters in book(s), conference

proceedings, bulletins, dissemination material etc. Assigning points for each publication will follow the one used for academic performance assessment.

- iii. The number of presentations made by the candidate e.g. at conferences, public lectures, seminars etc.
- iv. The number of new innovations introduced during the assessment year.
- v. The number of undergraduate and postgraduate students supervised during the assessment year and their progress.

Upon receiving the names from Departments, Colleges, School, Institutes and Centres, the Senate Committee responsible for overseeing Research and Publication will convene to select the winner of the award. In case there is a tie, the award will be shared equally.

The Senate Committee will eventually write to the winner to congratulate him, invite him/her for the award, providing information about the time and venue for the award event. This will normally be in accordance with the prize giving ceremony which normally takes place during the graduation and convocation seasons.

#### **4.5.2.2 *Criteria for selection and evaluation for the award of “Best Researcher in Attracting Research Grants to SUA”***

To qualify for this award a researcher or research team must meet the following criteria:

- i. The research project(s) in which a researcher is involved must have been registered at SUA with full registration status as per SUA Research Regulations and Guidelines.
- ii. The researcher who won new project that has attracted highest amount of funds.
- iii. The Senate Committee responsible for overseeing Research and Publication will ensure that the award goes to the right candidate or team by having gone through the list of all registered projects at SUA. Seniority will not matter as far as this award is concerned.
- iv. This award will not be considered for all research projects under the University-wide programmes.

#### **4.5.2.3 *Criteria for selection and evaluation for the award of “Young Researcher of the Year Award”***

Criteria for selection and evaluation for this award will be as follows:

- i. The Young Researcher of the Year Award shall be awarded to junior staff (Assistant Lecturer/Assistant Research Fellow/Assistant Librarian and Lecturers/



- Research Fellows/Librarians) not more than 40 years old.
- ii. The procedure stipulated under 4.5.2.2 shall apply *Mutatis mutandis* in relation to selection of the Young Researcher of the Year.

#### **4.5.2.4 Criteria for selection and evaluation for the award of “Best Postgraduate Student Research Award”**

Sokoine University of Agriculture build capacity of research through postgraduate training. In recognition of contribution of early career in research, SUA will provide this award to a postgraduate student who meets the following criteria:

- i. Postgraduate student (MSc or PhD) who conducted an innovative research with potential to contribute to development and/or science.
- ii. Must have published at least two articles in reputable peer reviewed journal.
- iii. Must demonstrate originality of the research conducted.
- iv. Or whose/research led or has potential to lead to innovations.
- v. Must have completed his/her studies within the registered timeframe.

#### **4.5.2.5 Criteria for selection and evaluation for the award of “Best Undergraduate Student Research Award”**

In recognition of contribution of potential for undergraduate training in research and innovations, SUA will provide this award to an undergraduate student who meets the following criteria:

- i. Undergraduate student who conducted an innovative research with potential to contribute to development and/or science.
- ii. Must have published at least one article or submitted one manuscript in a reputable peer reviewed journal or whose/research led or has potential to lead to innovations.
- iii. Must demonstrate originality of the research conducted.
- iv. Must have completed his/her studies within the registered timeframe

**Directorate of Postgraduate Studies,  
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