

# Co-creating and delivering a self-sustaining Research Management and Workforce Development training programme for long-term use in Kenya and the UK

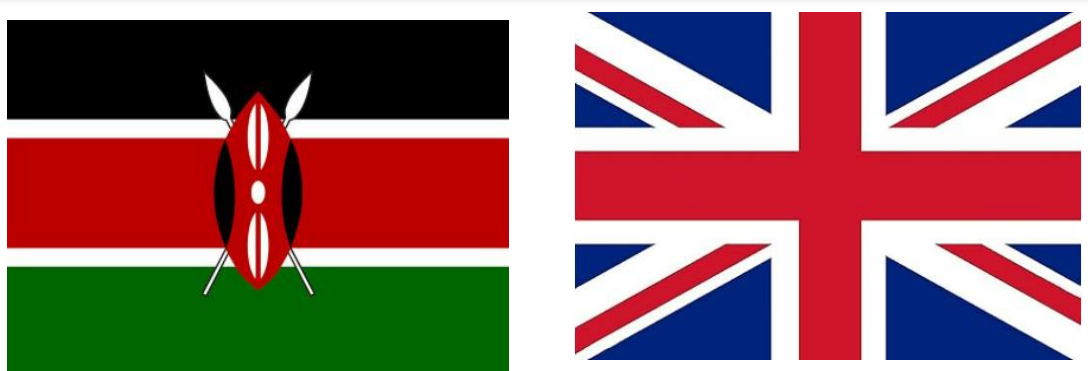
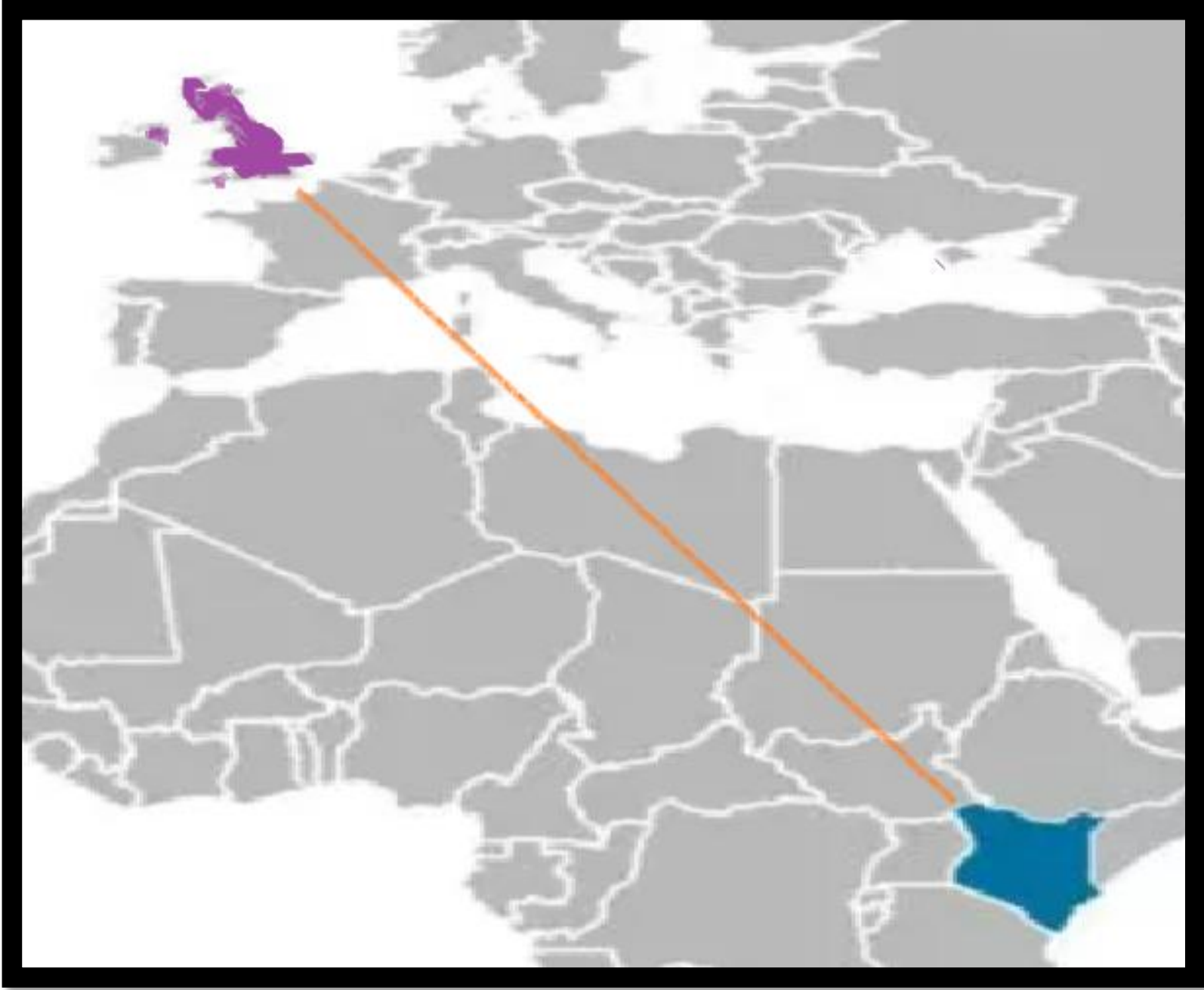
Jameson, D.,<sup>(1)</sup> Kariuki, F.,<sup>(2)</sup> Mutui, S.,<sup>(2)</sup> Ngugi, C.,<sup>(2)</sup> Norris, R.<sup>(1)</sup>

(1) The University of Manchester, UK; (2) Kenyatta Teaching, Referral and Research Hospital, Kenya

**SUMMARY:**  
Funded by the British Academy ODA scheme, the **Research Management and Workforce Development (RMWD) project** is a partnership between the Kenyatta Teaching, Referral and Research Hospital [KUTRRH] in Nairobi, Kenya; and The University of Manchester [UoM] in the UK. It is both for, and led by, research enabling staff: professional services and operations.

We will co-create training to enhance interoperability between core research supporting functions within the institutions. The programme will be founded upon collaborative and team research principles, training and building interdisciplinary teams with a shared vision and effective working methods. This initiative will establish a robust administrative infrastructure at KUTRRH, promoting clinical research capabilities, and broaden experience and expertise within UoM's infrastructure to work effectively on projects with partners in the global south. The project's outcomes will serve as the bedrock for future Kenya-UK research partnerships improving the entire research lifecycle and form a template for the development of intra and inter-partner training which can be adopted and used by others.

We aim to **accelerate and develop research readiness and collaboration with new processes, ways of working and culture in a reciprocal, collaborative, partnership.** We have a particular focus on **gender, power dynamics, equality and inclusion.**



## OBJECTIVES

- **Understand respective “as-is” organisational structures, processes and cultures** in research management functions including best practices, challenges and gaps
- **Co-create training to enhance interoperability between core research supporting functions** (finance, research support, HR, ethics and legal) to build interdisciplinary teams with a shared vision and effective working methods.
- Use train-the-trainer and peer trainer models to **create a self-sustaining training programme** that can be embedded within both institutions.
- **Establish a foundation for future Kenya-UK research partnerships**, improving the research lifecycle, and forming a training blueprint.
- Provide and **embed the learning and development needed** to drive clinical research with international partners.
- **Enhance UoM’s ability to partner with Kenya** on projects aligned with its Social Responsibility agenda and UN Sustainable Development Goals.

## NEED

Both UoM and KUTRRH have identified challenges in global north/south research partnerships, falling broadly into three areas:

- 1) Cultural differences: e.g. feeling empowered to contribute; in expectations around availability of individuals.
- 2) Organisational differences: e.g. variation in the resource profile and institutional memory in key functions.
- 3) Expectations and communication differences: e.g. mutual understanding of what is possible, on what timescale, and differing approaches.

The ultimate result of this programme will be an enhanced partnership that will enable research to improve the health and wellbeing of the populations served by KUTRRH; a robust research support infrastructure established at KUTRRH; and learnings shared across both countries, **through establishing a robust and equitable research culture.**

## APPROACH

### Workstreams

- WP1: Understanding As-Is State and Needs Assessment**
- WP2: Training Design and Delivery**
- WP3: Embedding and Sustainability**

We will harness expertise from the UoM “Teams Build Dreams” team research programme to co-create a bespoke training suite:

1. Interactive team building at each site.
2. Custom Training workshops
3. Co-develop a new self-led online module on international partnerships.
4. Establish a network of collaboration-ready staff across both institutions
- 5. All participants will have access to the online resources suite as below including online training modules, videos, and case studies**

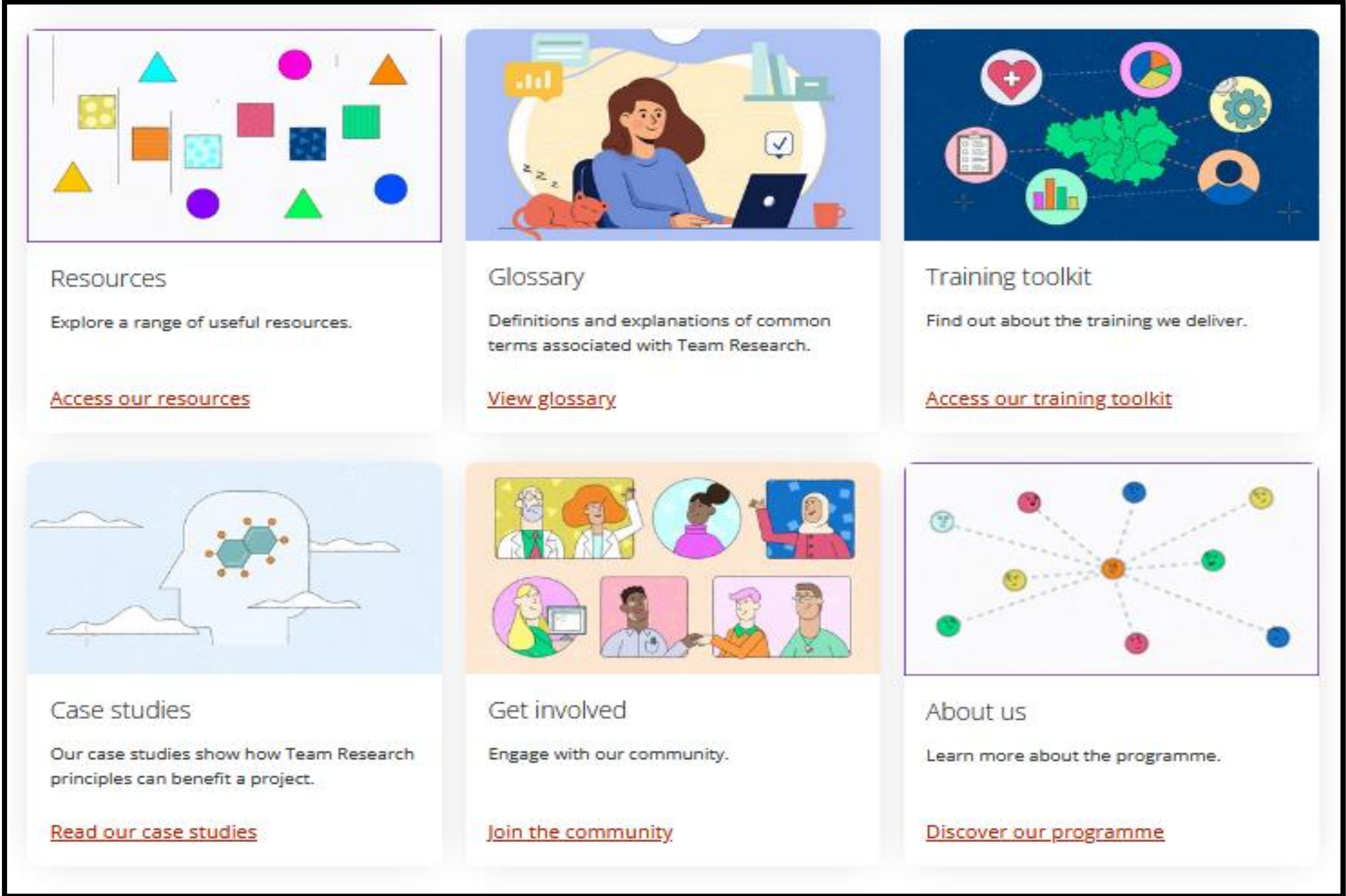


## GENDER AND INCLUSION FOCUS

Challenging barriers and ensuring a diversity of voices requires intentional design and implementation. We will involve stakeholders from diverse genders, roles and career stages in the planning and co-creation process, to ensure balance in participation,

This will bridge gaps in access, support and participation, Our approach includes;

- Mentorship, peer support role model facilitation
- Case studies and narratives from underrepresented genders
- Embedding feedback mechanisms
- Creating a safe environment where all feel safe and valued to express their views
- Training materials on gender power dynamics and privilege
- Post-training impact evaluation & confidential EDI data of participants.



## PLAN & TIMETABLE:

- Kick-off Event: Ways of working and communications plan Q1 2025 COMPLETE
- Work Programme Planning meetings (online): Q2 2025 IN PROGRESS
- Needs assessment and planning sessions (online): Q3 2025 IN PROGRESS
- As-is-state & Needs Assessment Visits Q4 2025
- Training packages developed and peer tested: Q1 2026
- Training workshops delivery. UK: Q2 2026
- Evaluation, embedding, final reporting: Q3 2026