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## THE GREAT GLOBAL CHALLENGE MASTERCHEF - WHAT ARE THE KEY INGREDIENTS?

INORMS 2018 – Edinburgh, 5<sup>th</sup> June 2018

Arwen Bate, Research Support Manager

Martina Savio, Programme Manager – IMPALA

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# WELCOME TO OUR KITCHEN



Introduction & Overview

Challenge 1: Project Governance jigsaw

Challenge 2: Communications Utensils

Challenge 3: Proposal Development meeting  
agenda recipe

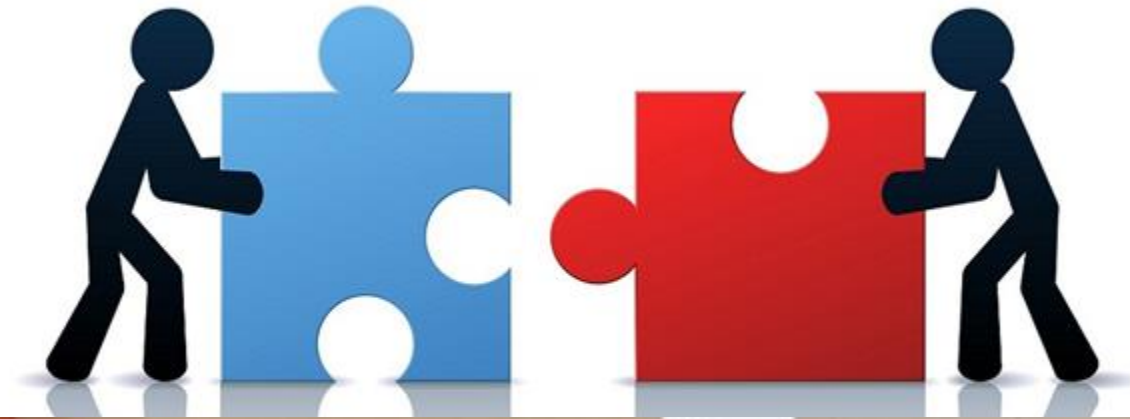
Wrap-up

# STRAW POLL

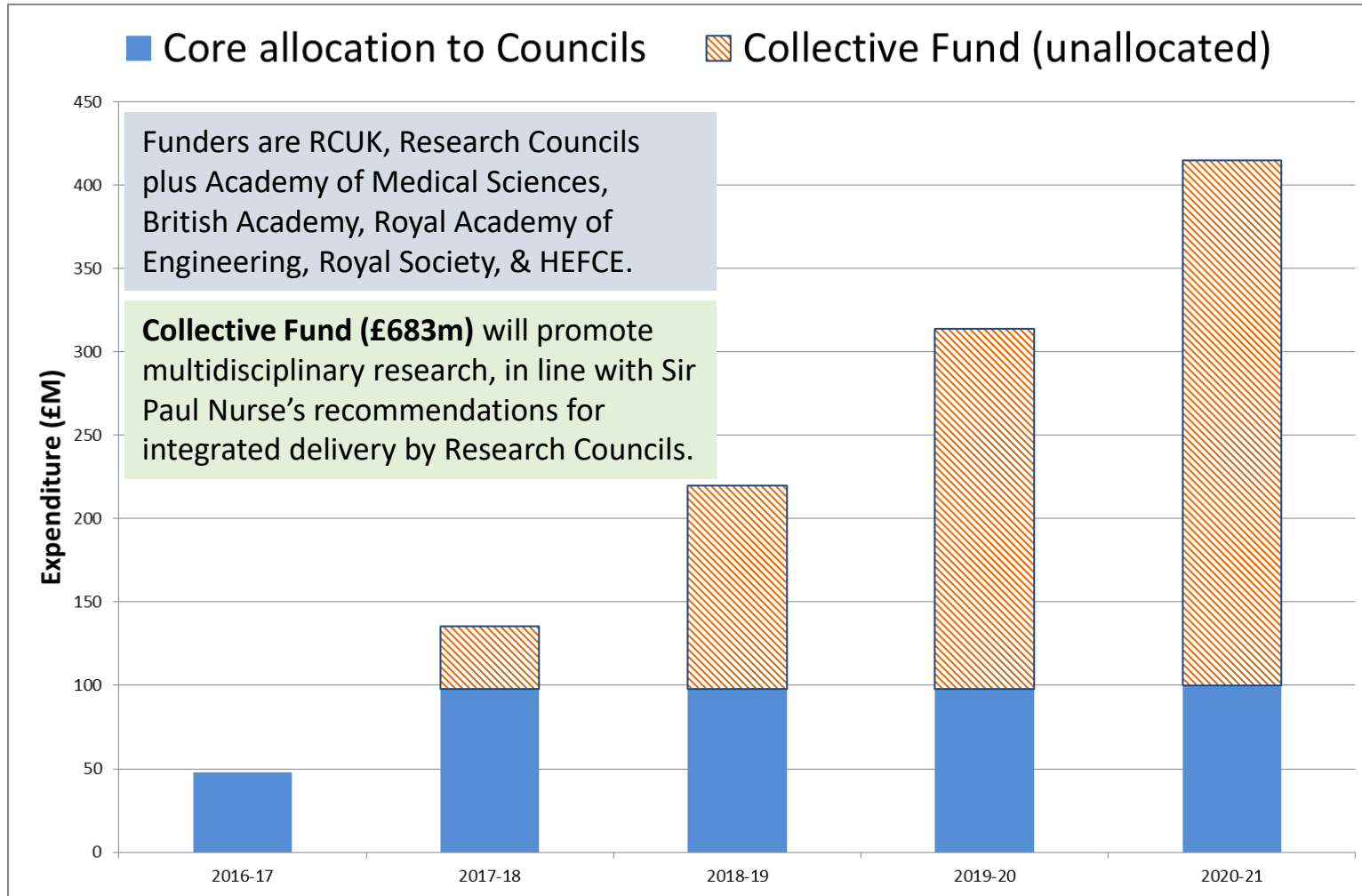


Image on istockphoto.com

# WHY THIS TOPIC



# WHY THIS TOPIC?



2015 UKAID Strategy

2016 -2021 Spending Review

BEIS includes  
**£1.5bn Global Challenges  
Research Fund**  
**£735M Newton Fund**

DH includes  
**£450M Global Health Research  
Fund**

Taking a multi and inter disciplinary approach to societal challenges

- Equitable access to sustainable development
- Sustainable economies and societies
- Human rights, good governance and social justice



GCRF portfolios in Global Health, Food Systems, Conflict, Resilience, Education, and Sustainable Cities

- **Lack of buy-in** from the stakeholder and beneficiary communities
- **Poor coordination** between delivery partners, leading to **duplication of efforts** rather than complementarity
- **Lack of active portfolio management**, meaning that GCRF funds a series of discrete projects rather than a coherent set of responses to specific challenges
- **Failures of governance**, monitoring, evaluation, reporting and/or communications
- **Failure to create real impact** in developing countries



# GROUP WORK: WHAT WE'LL DO, WHAT WE WON'T DO

## Included

Governance

Communications

Agenda Setting for Proposal Development

## NOT included

Contracts





# CHALLENGE 1: PROJECT GOVERNANCE JIGSAW

## WHAT IS IT?

From Greek “kubernáo”

First use in English? Here in Scotland in 1500

Modern use of the word ‘governance’ in the ‘70s

In the ‘90s permeated to other sectors beyond business



LI. KING JAMES V. to KING HENRY VIII.

RIGHT Excellent, Rycht Hie, and Michty Prince, our derrest and richt interlie weilbelovit Uncle, We recommend Ws on to Zow in our maist effectuose and hertlie maner. Certifying Zow, richt dere Uncle, We ressavit zour letters datit at Greynewiche ye 12 day of Junij, quharby We persave cleirlye ye gret luf, tendir and naturall affectioun, Ze have had and has all tymes to ye surete and weilfair of our persoune, exaltacioun of our estait, and yat Ze will concur with Ws in ye governance of Our self and Realme, gevand on to Ws all requisyte supportacioun, manteinance, and assistance, with diverse gud and vertuise exortacionis and counsalis ; of ye quhilkis We thank Zow in our maist hertlie maner.

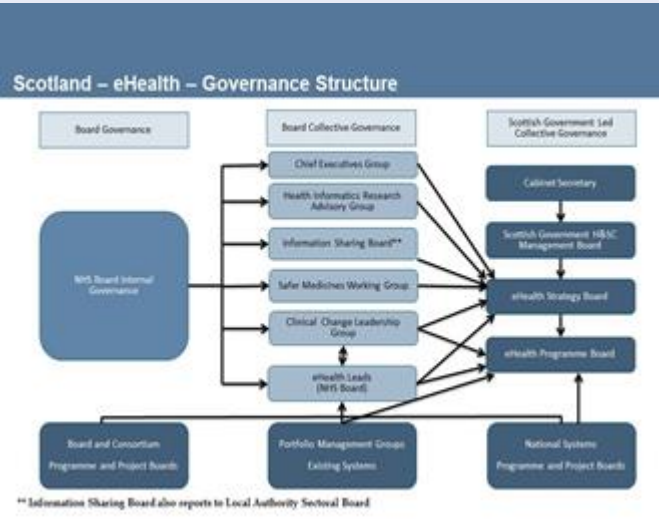
# CHALLENGE 1: PROJECT GOVERNANCE JIGSAW

## WHAT IS IT?

MANY TYPES	DEFINITION	FORMAT
Public Private Global Corporate Project		

# CHALLENGE 1: PROJECT GOVERNANCE JIGSAW

## WHAT IS IT?

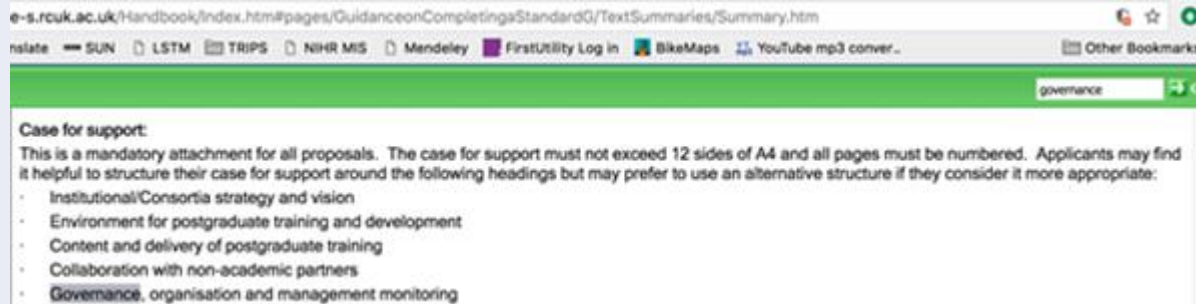
<p><b>MANY TYPES</b></p> <p>Public Private Global Corporate <b>Project</b></p>	<p><b>DEFINITION<sup>1</sup></b></p> <p>Framework for <b>ethical decision-making for each project</b> within an organisation.</p> <p>Defines the <b>structures</b> and how they will work.</p> <p>Allocates <b>rights and responsibilities</b> within those structures</p> <p><b>Transparency - Accountability - Defined roles</b></p>	<p><b>FORMAT</b></p> <p>Usually as a diagram</p>  <p>The diagram, titled "Scotland - eHealth - Governance Structure", illustrates a complex hierarchy. At the top are "Board Governance", "Board Collective Governance", and "Scottish Government Led Collective Governance". Below these are the "Chief Executive Group", "Health Informatics Research Advisory Group", "Information Sharing Board**", "Safer Medicines Working Group", "Clinical Change Leadership Group", and "eHealth Leads (NHS Board)". On the right side, there is a vertical chain: "Cabinet Secretary", "Scottish Government H&amp;SC Management Board", "eHealth Strategy Board", and "eHealth Programme Board". At the bottom, three boxes represent "Board and Consortium Programme and Project Boards", "Portfolio Management Groups Existing Systems", and "National Systems Programme and Project Boards". Arrows indicate reporting and governance relationships between these entities.</p>
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<sup>1</sup> Too, E. and Weaver P. (2013) "The management of project management: A conceptual framework for project governance" *International Journal of Project Management* (32(2014) 1382-1394

# CHALLENGE 1: PROJECT GOVERNANCE JIGSAW

## WHY?

### FUNDER REQUIREMENTS



e-s.rcuk.ac.uk/Handbook/Index.htm#pages/GuidanceonCompletingaStandardQ/TextSummaries/Summary.htm

nsiate SUN LSTM TRIPS NIHR MIS Mendeley FirstUtility Log in BikeMaps YouTube mp3 conver... Other Bookmarks

governance

**Case for support:**  
This is a mandatory attachment for all proposals. The case for support must not exceed 12 sides of A4 and all pages must be numbered. Applicants may find it helpful to structure their case for support around the following headings but may prefer to use an alternative structure if they consider it more appropriate:

- Institutional/Consortia strategy and vision
- Environment for postgraduate training and development
- Content and delivery of postgraduate training
- Collaboration with non-academic partners
- **Governance**, organisation and management monitoring

### SCORING CRITERIA

#### Ethics

Please comment using the text box\* on any ethical and/or research **governance** issues, including:

- Whether the proposed research is ethically acceptable
- Any ethical issues that need separate consideration
- Appropriateness of ethical review and research **governance** arrangements

#### Overall Assessment - MRC - Specific

#### Reviewer Scoring

Please provide a score (1-6) which will be taken into consideration by the Board/Panel and will be used to shortlist proposals. The overall score should reflect the comments provided in the other sections of the Je-S document.

Score Criteria:

- Score 1 -Poor quality
- Score 2 -Good quality
- Score 3 -High quality
- Score 4 -Very high quality - Internationally competitive in parts
- Score 5 -Excellent - Internationally competitive and leading edge nationally, or of national strategic importance
- Score 6 -Exceptional - Top international programme, or of exceptional national strategic importance

Each score is split into four components that Reviewers are asked to consider when assessing applications.

These are:

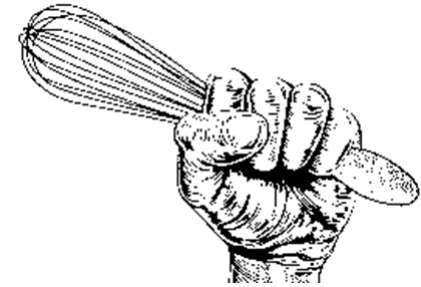
- a. Scientific quality
- b. Scientific leadership
- c. Justification of resources
- d. Other: principally ethical and **governance** issues

# CHALLENGE 1: PROJECT GOVERNANCE JIGSAW

- You are the project manager of a 3-year global health ODA-funded research project
- You have 4 work-packages (WP) and 4 partners (incl. your institution)
- Each WP is led by one country as follows:
  - WP 1: Côte d'Ivoire
  - WP 2: Sudan
  - WP 3: Cambodia
  - WP 4: UK
- You also have 3 PhD students based in-country (1 on each overseas WP)

## WITH THE INFORMATION PROVIDED:

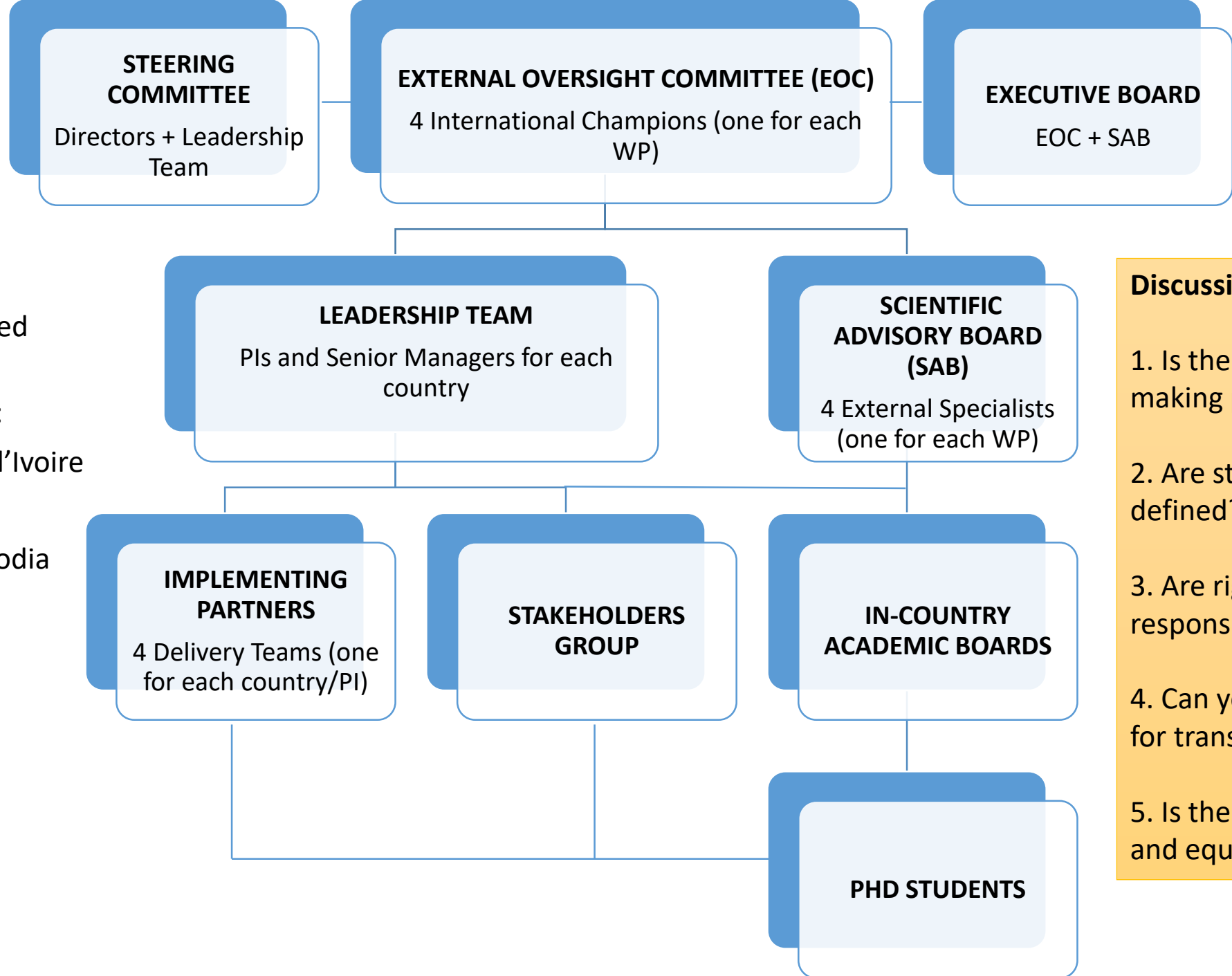
- Look at the 2 potential governance structures provided
- Talk about strengths and weaknesses of the 2 structures
- Take notes if you think something is missing



## REMEMBER

Clear governance means  
clear and simple  
communication structures

# STRUCTURE 1



## Project

- 3-year ODA-funded research project
- 4 work-packages:
  - WP 1: Cote d'Ivoire
  - WP 2: Sudan
  - WP 3: Cambodia
  - WP 4: UK
- 3 PhD students

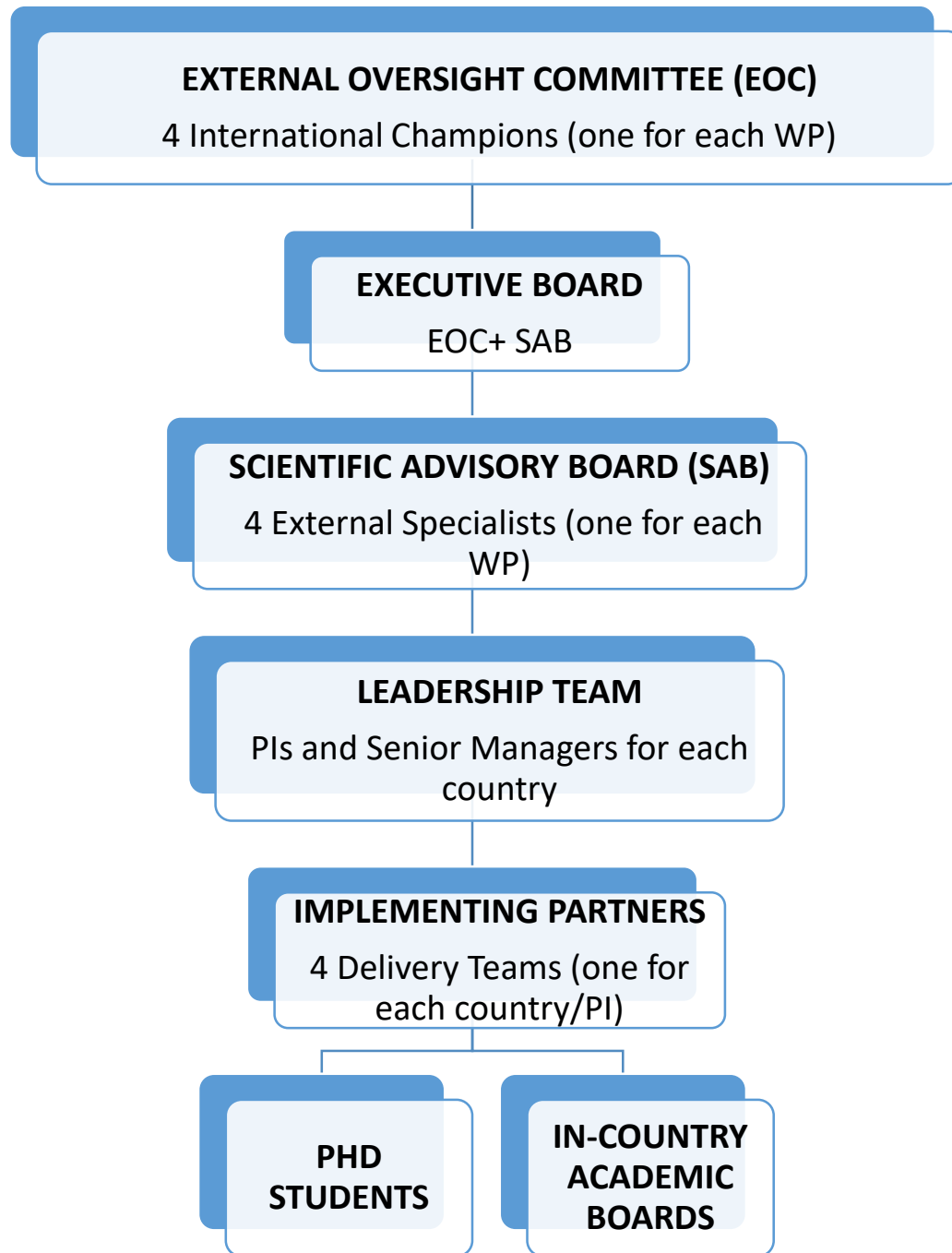
**Discussion points:**

1. Is there a clear decision-making process?
2. Are structures well defined?
3. Are rights and responsibilities clear?
4. Can you see a clear line for transparent decisions?
5. Is there a collaborative and equitable approach?

## STRUCTURE 2

### Project

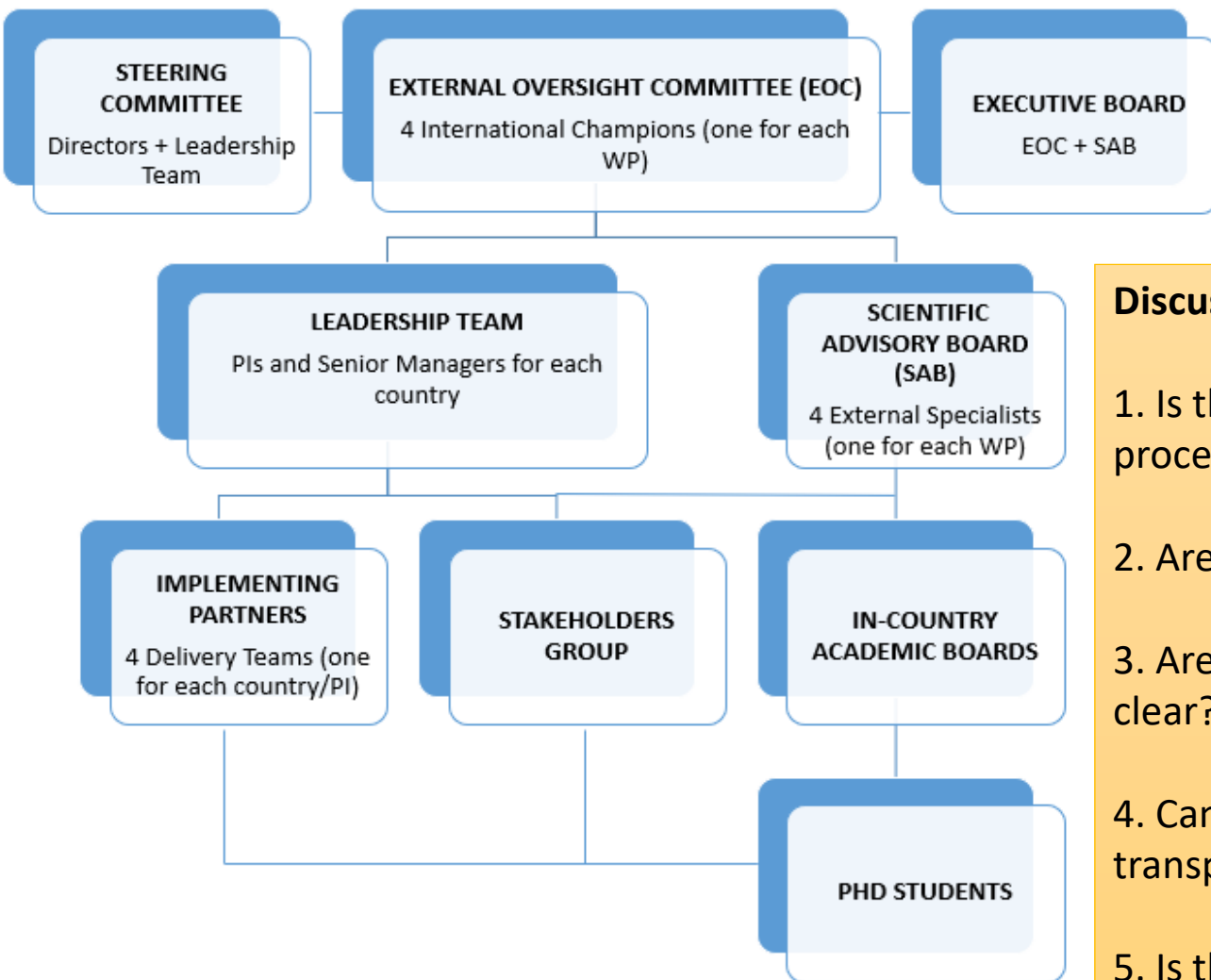
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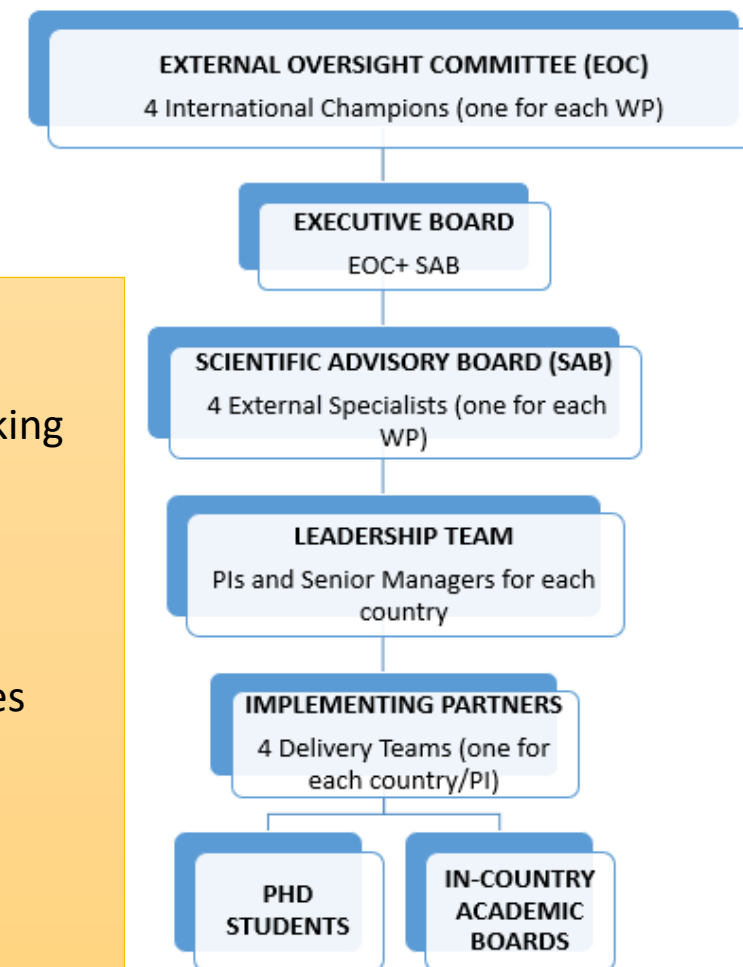
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# STRUCTURES' COMPARISON



## Discussion points:

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# CHALLENGE 2: COMMUNICATION UTENSILS



## FEW STATS

80% is the time PM spend in communicating  
Two-fold increase in success thanks to good communication

## EFFECTIVE COMMUNICATION PROCESS



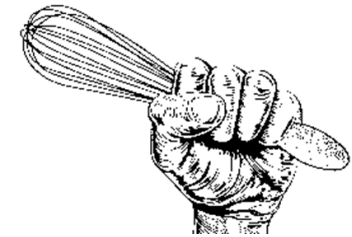
## 2 MAIN TYPES OF COMMUNICATION

Synchronous  
Asynchronous

# CHALLENGE 2: COMMUNICATION UTENSILS

Phase \ Tasks	Development of Research Protocol	Reporting Progress and Milestones	Sharing Lessons Learnt
Proposal Development/ Initiation			
Planning/ Inception			
Execution/ Implementation			
Closure			

**EXAMPLE OF TOOLS:**  
 Electronic chat (instant messaging)  
 Web conferencing  
 Face-to-Face  
 E-mails



**REMEMBER**  
 Different countries  
 Different Time zones  
 Different Languages  
 Cultural differences  
 Email etiquette  
 Technology is your friend

# CHALLENGE 2: COMMUNICATION UTENSILS

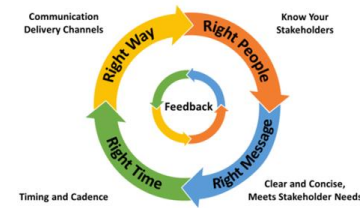


Tasks \ Phase	Development of Research Protocol	Reporting Progress and Milestones	Sharing Lessons Learnt
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## EXAMPLE OF TOOLS:

- Electronic chat (instant messaging)
- Web conferencing
- Audio conferencing
- Video conferencing
- Emails
- Web pages
- Workflow application
- Online sharing platform
- Face-to-face meetings
- Calls
- Etc...

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# CHALLENGE 3: PROPOSAL DEVELOPMENT AGENDA RECIPE



Research Plan



Research Plan

Operational Management

Project Governance

Risk Management

Financial Management

Due Diligence

### **Ingredients:**

Who should be involved?

### **Setting**

What format should this exercise take?

### **Agenda (method)**

What, outside of research method, should be discussed ?







Martina Savio would like to especially thank:

- INORMS / ARMA for supporting attendance with the 2018 Travel Award
- The Department of Clinical Sciences at LSTM for their generous support to cover the conference fees
- NIHR Global Health Research Unit on Lung Health and TB in Africa at LSTM – “IMPALA”\* for supporting subsistence and providing much of the context for this presentation.
- Prof SB Squire, Prof K Mortimer and Dr A Obasi
- Dr EA Benison

- Ahola et. Al (2013) *What is project governance and what are its origins?* International Journal of PM (32, 1321-1332) <http://dx.doi.org/10.1016/j.ijproman.2013.09.005>
- Project Management Institute (PMI). Online course on “*Key Factors in Project Success*”. Course material and personal notes
- Ruuska et al. (2009) *Dimensions of distance in a project network: Exploring Olkiluoto 3 nuclear power plant project.* International Journal of PM (24:2, 142-153) <https://doi.org/10.1016/j.ijproman.2008.09.003>
- Too, Eric and Weaver P. (2013) “The management of project management: A conceptual framework for project governance”. International Journal of PM (32, 1382-1394) <http://dx.doi.org/10.1016/j.ijproman.2013.07.006>
- UK aid: tackling global challenges in the national interest: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/478834/ODA\\_strategy\\_final\\_web\\_0905.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/478834/ODA_strategy_final_web_0905.pdf)
- Independent Commission for Aid Impact 2015-16 Annual Report (Spend review): <https://icai.independent.gov.uk/wp-content/uploads/ICAI-Annual-Report-2015-to-2016.pdf>