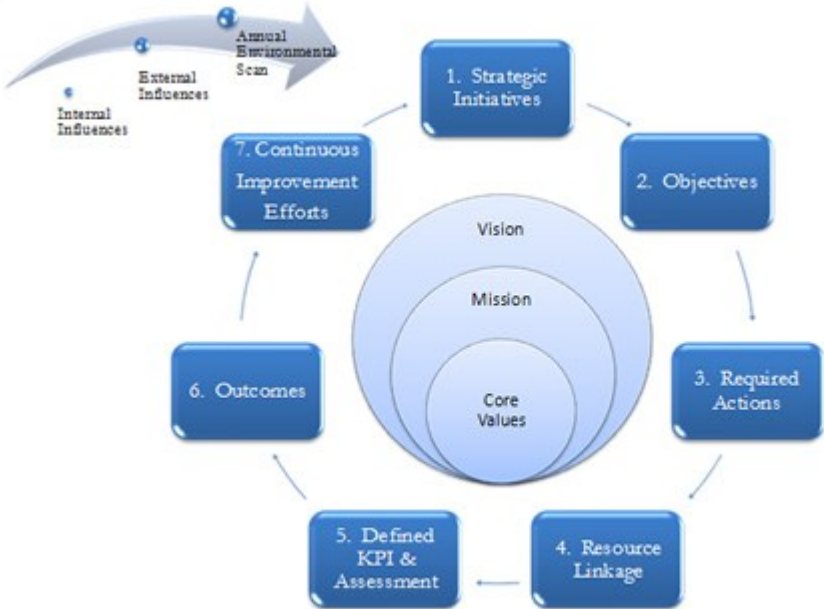


NIGERIAN INSTITUTE OF MEDICAL RESEARCH [NIMR]

DEVELOPMENT OF A STRATEGIC PLAN (2011-2015)



- FINAL REPORT

NEW IMAGE NIGERIA LTD

86A Isale-Eko Way
Dolphin Estate
Ikoyi, Lagos
Tel: 01-7938722, 08033203073, 08033254107

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ACKNOWLEDGEMENT

We thank the Chairman of the Board, Prof. Ed. B. Attah, for his foresight which led to the commission of this Strategic Plan.

New Image Nigeria Ltd under the leadership of its Managing Director and Principal Consultant, Dr. Ndi Onuekwusi produced this Strategic Plan following studies of the organisation and operations of NIMR. We thank Mr. Emeka Onugha, Consultant and Project Manager as well as our other consultants - Mr. Zubie Okolo, Mr. Magnus Ekwunife, and Dr. Nnamdi Agwuegbo.

An outline report was first produced which was reviewed at a meeting on the 24th of August 2010. We thank Prof. E.M. Essien; Prof. Salako, both former Director-Generals of the Institute; and Dr. Irene Ijoma, Assistant Director in charge of Research at the Federal Ministry of Health whose contributions at the meeting were very helpful in producing the final draft. Dr. (Chief) R.W. Ejifoma, member of the Governing Board of NIMR; and members of the Senior Management Committee of the Institute also participated in the meeting.

The Draft Report was presented and discussed with the Governing Board of NIMR. Thereafter it was revised, represented and again discussed. We thank all members of the Board – Prof. Ed. B. Attah, Chairman; Prof. I.A. Ujah, Director General; Dr. E.B.A Coker; Hon. Mariya Abdullahi; Prof. F.M.Akinkugbe; Dr. (Chief) Robert Ejifoma; Alhaji A.S. Yunusazazzau, Secretary – for their insightful comments.

We thank all the heads of departments and staff of NIMR whose understanding and cooperation helped in no small way to make the work of producing this Strategic Plan smooth. We held stakeholders meeting to discuss the plan with leaders of labour unions and unit heads. We conducted orientation seminars for all staff of the Institute. We are particularly grateful for the unanimous acceptance of the plan by the entire workforce of NIMR at the orientation meetings.

We thank the Board especially the Chairman, and Management especially the Director General, for their commitment to implementing the Strategic Plan in order to transform NIMR to a world class health research organisation that is very relevant to national health priorities. The ownership of the Strategic Plan belongs entirely to NIMR.

Dr. Ndi Onuekwusi
Managing Director
New Image Nigeria Ltd

FOREWORD

This strategic plan has been developed to crystalize the aims of the Nigerian Institute of Medical Research and the means to achieve them using the tools of the twenty first century. It defines its core values and clarifies its obligations to the nation. As the prime organ for health research in the country, the Institute has to perform well and be relevant. This plan will help the Institute to position itself as the reference point for a number of important public health problems.

The plan also clarifies to the Governing Board and the Government the tools that have to be provided in order to achieve proprietary expectations and staff satisfaction, which are best regarded as two sides of the same coin. As the Institute has been in existence for many years, it is clear that a culture does exist. However, the demands of scientific research today that have necessitated the development of this strategic plan make it indispensable to encourage a productive culture. Organising research in collaborative teams enhances performance. The Board is mindful that the key to success is the staff. Thus, it will exercise every care in selection and appropriate placement of staff, empowering through continuing professional training and encouraging initiative.

The plan provides tools for the measurement of performance not only of individuals but processes and the overall achievements of the Institute. It instills quality assurance in all processes and encourages the staff to always remember who they are. To fulfill the role of the Institute in national leadership in health research, the plan points the way to innovative modalities in communication and collaboration.

The relatively small size of the Institute is an advantage and its further growth will be designed in a modular fashion, making for efficiency of operation. This Strategic Plan has expanded the scope of activities of NIMR to increase the relevance of the Institute of National Health Core Priorities and to provide adequate evidence base to guide health policy and practice

To ensure successful delivery, it is necessary for the leadership to fully grasp the task and the staff to be encouraged to understand that it is hard, endless work. The NIMR product may be a statement of evidence on which to base a health policy, efficacy of a treatment or vaccine, a methodology or a manufacture. The motivation is the health of the Nigerian people.

The Board understands without illusions that the road ahead requires hard work.

Ed. 'B. Attah, FAS, OON
Chairman, Governing Board

PREFACE



I feel extremely delighted and privileged to write the preface of the first ever Strategic Plan (2011-2015), for the foremost research Institute in Nigeria, The Nigerian Institute of Medical Research (NIMR).

The development of Strategic Plan is a recent innovation to give a strategic direction to an Institution so that it can do things better with timelines, targets and indicators aimed at improving quality and productivity.

The novel idea by the Governing Board to develop a Strategic Plan is to further reposition our Institute to conduct research for national Health and development.

Although the planning and the development of the Strategic Plan took an unusually long time to materialize, there is no gainsaying the fact that the time spent is worth the product as it went through several stages, including the contribution from the previous Chief Executive Officers of the Institute, the Senior Management Committee (SMC) and other stakeholders, such as the Unions members, all to ensure that the document has the full understanding of those to implement it.

The highlight of the Plan is to bring about innovative health research that will respond to the national health priorities of our nation and contribute to the attainment of the health-related MDGs and vision 20: 2020.

The strategic plan emphasizes excellence, rewards for hard work, commitment and professionalism which should place the Institute as the leader of Health Research in Nigeria, while collaborating with governments and other research institutions and organizations nationally and internationally.

To bring the best out of the Institute, the planning took the Consultant and the Director General to Institutions that are known to have established effective strategic plans in Health research, including Medical Research Council (MRC), The Gambia and Research Management office (RMO) of the University of Ibadan. These visits greatly assisted in enriching our own plan.

Core values such as good governance, transparency, accountability, respect for others, and reward for hard work, team work, mentorship and ethics were clearly and unequivocally emphasized as prerequisites for credible health research.

I wish to express my appreciation to members of our Governing Board under the able leadership of a renowned Professor of Pathology and teacher of teachers, Professor Ed 'B Attah, *FRCP(C)*, *FAS*, *OON*, for their strategic Initiative and commitment to the realization of quality Strategic Plan for the Institute. We owe them a great deal of gratitude as we pray that they be allowed to guide the implementation of this Strategic Initiative.

I also wish to appreciate, Prof Corrah Tumani, The Unit Director, Medical Research Council (MRC), The Gambia and the Vice Chancellor, University of Ibadan, Prof Isaac Folorunsho Adewole, for their assistance during the preparation of the document

The inputs by members of the Senior Management Committee (SMC) and other members of staff of the Institute are highly appreciated.

Finally, the patience and understanding of Dr Nnamdi Onuekwusi, the Managing Director of New Image Ltd is acknowledged.

I want to assure all the stakeholders that as the Director General and CEO of this Institute, I will ensure to the full implementation of the Strategic Plan such that 5 years after, we should be able to

proudly review our performance when we would have become a ***Centre of Excellence for Health research*** not only within Nigeria but also worldwide.



Professor Innocent AO Ujah, *MBBS, FMCOG, FICS, PGDM, mni*
Director General/CEO

INTRODUCTION

A strategic plan is a major framework that embodies driving spirit and core goals of the organization, outlines strategies, systems and processes for effective operations, builds in the control mechanisms that sustain integrity and promote value and explore creative options for funding. The strategic plan becomes the pathfinder that enables an organization to achieve and sustain differentiation and competitive advantage.

NIMR is an institution owned by the Federal Government of Nigeria and supervised by the Federal Ministry of Health. It is the apex medical research institute in Nigeria. It was established to conduct research into diseases and problems of public health importance in the country. However, since its establishment NIMR is yet to achieve the objectives for which it was established. It has been underperforming.

The Board and management of NIMR are keen to give the institute proper direction and ultimately reposition it to use science in pursuit of knowledge to improve human health, apply science to extend the health of human lives and reduce the burdens of diseases and disability. Among other immediate steps the Board directed that a strategic plan should be developed for NIMR.

The board and Management of NIMR commissioned New Image Nigeria Ltd. as consultants to develop a strategic plan for the institute. The terms of reference for the assignment included:

- A review of the vision and mission of Nigerian Institute of Medical Research as a national research establishment.
- The development of research goals, capable of imparting positively on the National health Policy and programmes.
- Identify and develop health research programmes that will improve health service delivery and quality of care in NIMR.
- Provide modalities for deriving research projects from health research programmes identified for execution in the immediate, medium and long-term basis
- Suggest appropriate structure that is capable of implementing the plan.
- Identify other deliverables possibly to be generated that will drive the implementation process and sustain the strategic plan.
- Undertake a training session for core resource persons of the Institute, whose duty it will be to implement, monitor, and evaluate performance of the plan in order to avoid deviation and sustain focus.
- Suggest and undertake any other activity that may be necessary for the development and successful implementation of a strategic plan for the Institute.

The project commenced in May 2010. A survey of the institute involving interviews, questionnaire administration and focus group discussions Management and Staff as well as participants observation showed the following findings:

- Researchers appear to pursue individual goals rather than that driven by national health priorities
- An organization developed without appropriate legal framework and no strategic plan.
- Unsatisfactory institutional values and work culture.
- Poorly funded

- Clinical division mainly HIV/AIDS services (more service than research)
- Significant human capital development needs.
- Only Biomedical and clinical work with no research management, environmental divisions including social, economic and behavioral aspects of research are performed.

Extensive literature review, comparative analysis and benchmarking with other institutes were carried out. The key issues for the NIMR strategic plan were identified and outlined in a report which was presented to a team of experts set up by the Board of NIMR. The team reviewed the outline made modifications and suggestions on the content on the report.

The Research Management Office, Ibadan and the Medical Research Council, the Gambia were visited by the Consultant in the company of the Director General of NIMR to have a firsthand feel of the operations of the two establishments.

This final report is presented as an implementable tool to start the process of transforming NIMR to a world class institute that can compete favourably in the modern globalized world of today. The strategic key issues addressed in the plan include to:

- Strengthen Institutional Character
- Build a High Performing and Relevant Institution
- Identify and Conduct Relevant Research
- Conduct Best Research and Support Best Researchers
- Provide Evidence-Base for Health Policy, Management and Practice
- Increase Funding of Research
- High Ethical Standards
- Institutional Framework for National Coordination and Control of Research

It is envisaged that if strictly implemented, in the next 3 years NIMR will become attractive and relevant enough to be of interest to the best researchers, attract large funds from industry, draw down increased subvention from the national government.

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LIST OF ABBREVIATIONS

DG	Director General
CGSS	Coordinator, General Support Services
CRPM	Coordinator, Research Planning and Management
CRSS	Coordinator, Research Support Services
EMC	Executive Management Committee
EOQ	Economic Order Quantity
FMOH	Federal Ministry of Health
GCLP	Good Clinical and Laboratory Practice
ICT	Information Communication Technology
IT	Information Technology
M&E	Monitoring and Evaluation
NHERC	National Health Research Council
NIMR	Nigerian Institute of Medical Research
NIPRD	Nigerian Institute of Pharmaceutical Research and Development
RC	Research Committee
RG	Research Group
RPMO	Research Planning and Management Office
VSAT	Very Small Aperture Terminal
WHO	World Health Organization

1.0 EXECUTIVE SUMMARY

1.1 Background

Research is pivotal to the growth, development and progress of human society. In no area of society is research more important than in health.

Health research in Nigeria is conducted in the Universities, Teaching Hospitals, Nigerian Institute of Medical Research, and Nigerian Institute of Pharmaceutical Research and Development (NIPRD).

It is generally acknowledged that research for health is poorly coordinated and conducted in Nigeria. The challenges that confront health research in Nigeria are enormous.

NIMR is the foremost and oldest organization for Health research in Nigeria. The enabling law of NIMR is very weak. NIMR is poorly funded. It has low relevance to National health priorities despite the huge potential for health research in Nigeria towards national, international and industry priorities.

1.2 Key Strategic Issues

A Strategic Plan is key to the success of any organization. It is the roadmap to achieve set strategic objectives. The NIMR Strategic Plan is built around 8 key strategic issues including:

- ***Strengthen Institutional Character***

The core activity of a research institute is research and the core goal is to do best science. NIMR requires significant restructuring; from the enabling law, strategies, to its organization structure and management. Passage of the new NIMR bill is critical. It is necessary to restructure the main business of the institute in a manner that will increase its relevance, motivate employees for increased productivity; attracts investment from partners and increased subvention from the national government. Research will be conducted under the structure in groups. A research group will be headed by a Coordinator with notable experience in research, leadership and management especially relationship management. There will also be a department of support services under a Coordinator with the responsibility to coordinate all non-research activities (Administration, Accounts & Finance, Maintenance and Stores).

- ***Building High Performing Institution***

Human capital is key for a research institute, for research in the modern globalized world, the competition is international as the best researchers and the best institutes will attract most of the available funds for research and consequently creating a beneficial cycle of best institute, best researchers, high funding. The restructuring of NIMR should include the creation of functional units for high performance, establishment of strict criteria and processes for employment of high calibre researchers and investment in training and re-training.

- ***Identify And Conduct Relevant Research***

There is need for NIMR to align its work to changing health priorities, to funding priorities of international partners and to development goals of health sector industry. NIMR should establish a Research Planning and Management (RPM) department for coordination of all research for the institute. The RPM department shall be under a coordinator. It will have the following functional lines:

- Projects Management
- Grants Management
- Central Laboratory
- Quality Control

- ***Conduct Best Research and Support Best Researchers***

The key element of immediate change is to expand strategies to cover all components of health research apart from pharmaceutical research since NIMR is the only institute in Nigeria with a mandate for health research. NIMR must find a convenient process to ease out mediocre researchers while attracting and retaining best researchers. The operating environment to support high quality human capital is also necessary for a research institute to be a centre of excellence. To achieve this desired status, NIMR should fix strict criteria for employment of researchers, support and reward best researchers, award fellowship and grants to high quality researchers and actively mentor young researchers within and outside NIMR. The institute should invest in new ways and technology for health research and practice. To increase effectiveness and efficiency in productivity both in research and other activities monitoring and evaluation should be conducted for every aspect of NIMR activities. Relocation of NIMR away from Yaba Bus Stop to a location with appropriate ambience for research should be considered.

- ***Provide Evidence-Base For Health Policy and Practice***

Providing evidence base for health policy and practice is necessary for well-informed decisions about policies, programmes and projects, by placing the best available evidence from research at the heart of policy development and implementation. NIMR should develop a new research group on health management research.

- ***Increase Funding On Research***

Funding of health research in Nigeria is poor. NIMR should create a standing lobby group to lobby government and the national assembly for increased budgetary allocation. An overhaul of the structures, systems and processes in a manner that will increase its relevance, motivate employees for increased productivity, attract investment from partners and industry and increase subvention from the national government. Research should be conducted under the structure in groups and each group will consist of programmes that are relevant to national, international, and industry priorities. The institute should set up a unit of giving to actively collect donations from corporate organizations and high networth individuals. It should also engage in active marketing to create awareness with relevant stakeholders and the general public.

- ***High Ethical Standards***

High ethical standards in health research result in high quality and internationally acceptable research. . The Ethics Committee of NIMR should be strengthened and stronger linkage with the National Health Research and Ethics Committee (NHREC) actively promoted. Orientation of staff and regular training in research is necessary to ensure every staff has awareness and knowledge of ethics in health research. Appropriate sanctions for breach should be put in place.

- ***Institutional Framework For National Coordination and Control of Research***

NIMR should develop a strong lobby for the establishment of National Health Research and Ethics Committee.

The 8 key strategic issues are presented in a framework with cost for ease of implementation. As in every plan any aspect of this strategic plan may modified as deemed necessary.

2.0 BACKGROUND

Research is the foundation for expanding scientific knowledge and is at the root of every development in science and technology. The advance in scientific knowledge through research has contributed immensely to the growth, development and progress of human society. In no area of society is research more important than in health.

2.1 Health Research in Nigeria in General

It is generally acknowledged that research for health is poorly coordinated and conducted in Nigeria.

The Federal Ministry of Health has adopted the National Strategic Health Development Plan (National Health Plan) 2010-2015 which recognises research for health as one of the eight priority areas to be strengthened for a revitalization of the Nigerian Health system.

The main objective of this strategic intent by government is to “utilize research to inform policy, programming, improve health, achieve nationally and internationally health-related development goals and contribute to the global knowledge platform”.

To achieve this objective, the National Plan for Research has four components thus:

- To strengthen the stewardship role of governments at all levels for gender sensitive research and knowledge management system
- To build institutional capacities to promote, undertake and utilize research for evidence-based policy making in health at all levels.
- To develop a comprehensive repository for health research at all levels (including both public and non-public sectors).
- To develop, implement and institutionalize health research communication strategies at all levels.

There is no formal structure for control and coordination of research in Nigeria.

The National Health Bill proposes the establishment of a Ministerial Committee- National Health Research Committee to control and co-ordinate health research. The committee will be based in the ministry with the Director of Health Planning and Research as Secretary.

It is generally believed that there are no systematic mechanisms for setting health research agenda and that research agenda are mainly driven by grants from outside Nigeria (often scouted for by individual researchers).

The establishment of a Medical Research Council to coordinate health research activities in Nigeria should be pursued vigorously.

Health research in Nigeria is conducted in the Universities, Teaching Hospitals, Nigerian Institute of Medical Research, and Nigerian Institute of Pharmaceutical Research and Development (NIPRD).

Apart from weak institutional framework, other major challenges for health and medical research in Nigeria include:

- Poor funding
- Low human capital development
- Low level of relevance of Research to policy and practice
- Inadequate communications on research between researchers, users of research findings and general public.
- Low ethical standards

2.2 The Nigerian Institute of Medical Research

The Nigerian Institute of Medical Research (NIMR) is the foremost and oldest organization for research in Nigeria. From its modest beginning in 1920 as the base for the Yellow Fever Commission for West Africa through its becoming the seat of West African Council of Health to become the Nigerian Council of Health at independence in 1960. NIMR as it is now was created by the decree 1977 under the National Science and Technology Development Agency Decree 1977 (Appendix 1). The law is very scanty. The current management board of NIMR under the chairmanship of Prof. Ed B. Attah, *FAS, OON* has prepared a new Bill for the Institute which is yet to be passed into law (Appendix 2). The legal foundation on which NIMR exists currently is very weak.

2.3 Vision

To be an institution of excellence in basic, applied and operational research for the promotion of national health and development.

2.4 Mission

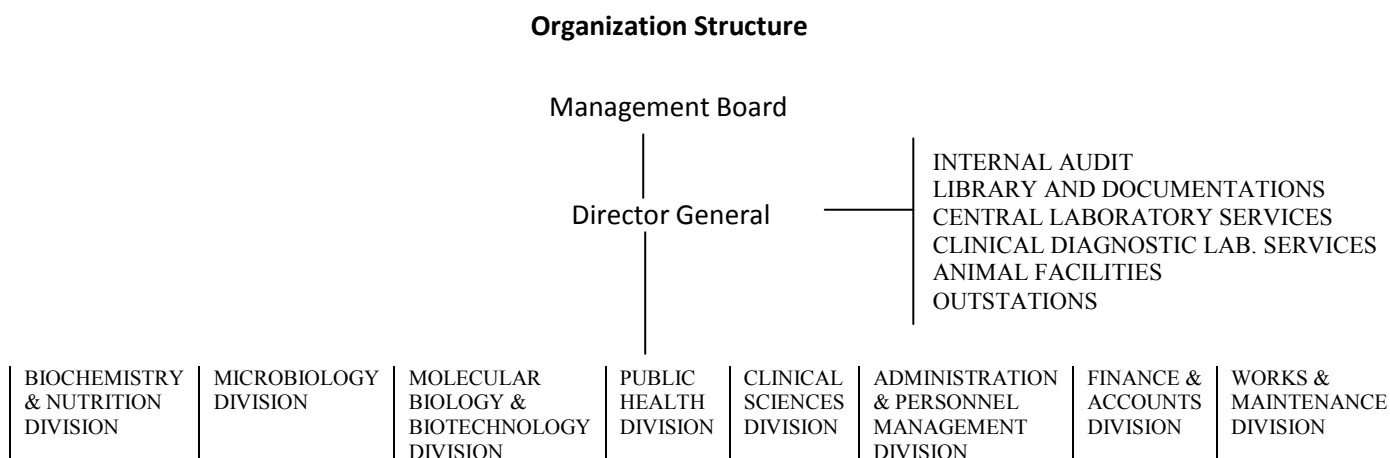
To conduct research into diseases of public health importance in Nigeria and develop structures for the dissemination of research findings while providing the enabling environment and facilities for health research and training in cooperation with the federal and state ministries of health and in collaboration with universities, allied institutions and organized private sector nationally and internationally.

2.5 Mandate

The mandate of the Institute under the enabling Act of 1977, stipulates that it shall conduct research into health problems in the country essentially in the following areas:

- Communicable diseases of public health importance in the country.
- Non-communicable diseases prevalent in the country.
- Basic, applied and operational research for the prevention and control of diseases endemic in the country in cooperation with the Federal and State Ministries of Health.
- Develop human and infrastructural capacities for clinical and biomedical research in collaboration with Medical Schools, Universities and other Health-related Institutions, in and outside Nigeria.
- Disseminate the results of health research in the country through training courses, scientific publications, conferences, workshops and other communication channels to the Federal and States Ministries of Health, relevant stakeholders in the Public and Private sectors as well as the general public.

2.6 Current Organisation Structure of NIMR

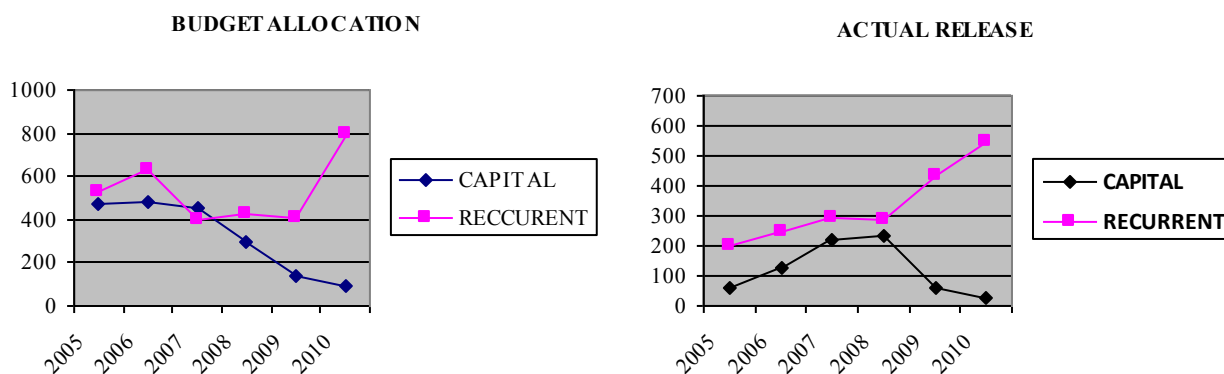


2.7 Funding

2.7.1 FUNDING OF NIMR

YEAR	BUDGET ALLOCATION		ACTUAL RELEASE	
	CAPITAL	RECURRENT	CAPITAL	RECURRENT
2005	474.21m	528.49m	58.84m	200.76m
2006	482.5m	625.45m	129.3m	245.09m
2007	450m	393.86m	221.04m	291.9m
2008	300m	422m	233.7m	284.14m
2009	140m	410.53m	63m	434.78m
2010	90m	789.12m	29.93m	548.28m

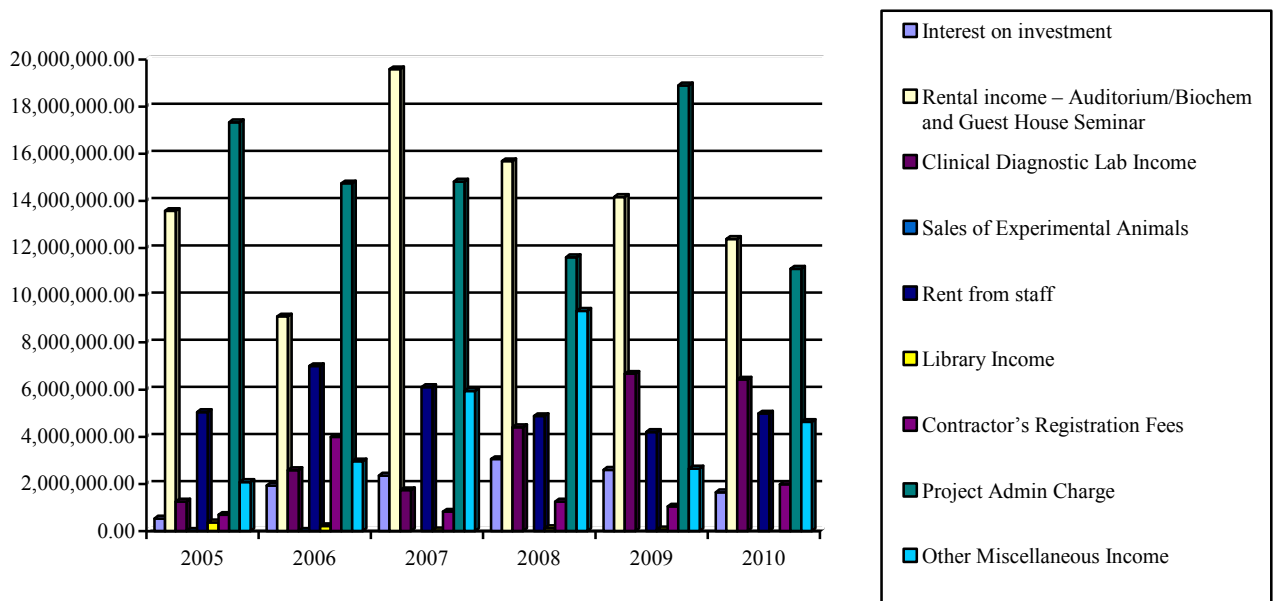
Fig.1 Showing Funding of NIMR



2.7.2. TABLE SHOWING INTERNALLY GENERATED REVENUE

Item	2005	2006	2007	2008	2009	2010	Total
Interest on investment	530,628.00	1,932,876.00	2,355,591.00	3,051,795.00	2,600,648.00	1,650,077	10,471,538
Rental income – Auditorium/Biochem and Guest House Seminar	13,574,565.00	9,104,820.00	19,582,410.00	15,681,630.00	14,166,865.00	12,387,165	72,110,290
Clinical Diagnostic Lab Income	1,252,400.00	2,580,450.00	1,734,405.00	4,409,500.00	6,671,180.00	6,425,660	16,647,935
Sales of Experimental Animals	1,800.00	1,200.00	-	-	-	-	3,000
Rent from staff	5,043,031.00	6,994,500.00	6,101,468.00	4,875,075.00	4,204,691.00	4,984,666	27,218,765
Library Income	366,060.00	209,100.00	30,470.00	120,875.00	65,725.00	-	792,230
Contractor’s Registration Fees	688,300.00	3,988,790.00	823,850.00	1,250,800.00	1,041,000.00	1,988,000	7,792,740
Project Admin Charge	17,333,770.00	14,744,498.00	14,815,798.00	11,609,725.00	18,898,379.00	11,122,024	77,402,170
Other Miscellaneous Income	2,079,423.00	2,955,509.00	5,940,721.00	9,339,394.00	2,647,838.00	4,628,393	22,962,885
	40,871,982.00	42,513,749.00	51,386,720.00	50,340,802.00	50,298,335.00	43,187,995.00	235,401,553.00

Figure 2: Showing Internally Generated Revenue



2.7.3 TABLE SHOWING GOVERNMENT GRANT TO MEDICAL RESEARCH INSTITUTES OF SELECTED COUNTRIES

	2005(USD)	2006 (USD)	2007 (USD)	2008 (USD)	2009 (USD)	2010 (USD)
South Africa	20,960.39	21,353.57	24,810,622	25,836,199	28,701,184	79,390,318.96
Australia	294,696,529	490,942,630	494,834,000	566,000,000	707,300,000	2,553,773,159
UK	549,371,608	633,383,979	784,769,599	763,825,348	854,320,352	3,585,670,886
Gambia	-	-	-	-	-	8,250,886.11
USA	23,120,012,375	22,852,578,028	23,170,902,249	23,214,991,385	21,483,176,706	113,841,660,743
NIMR	1,721,407.60	2,482,580.09	3,401,305.14	3,195,081	706,055	199,527.81

2.7.4 COMPARISM OF STAFFING OF NIMR WITH OTHER MEDICAL RESEARCH INSTITUTES

	Number of Employees
South Africa	450
Australia	249
UK	4,425
Gambia	750
USA	18,442
NIMR	290

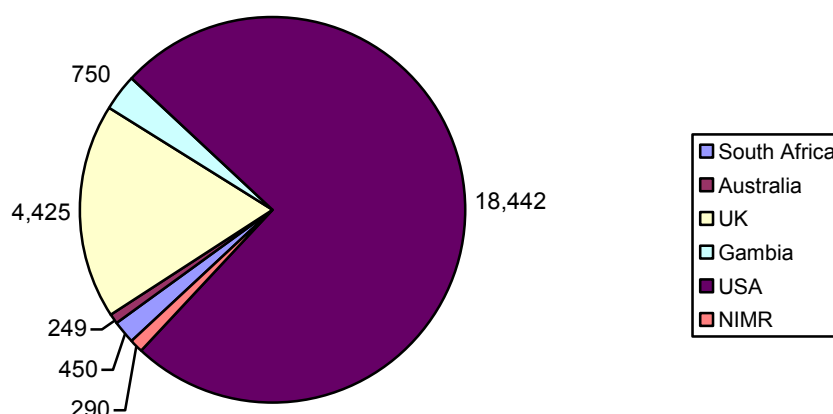


Fig. 3: Showing comparism of staffing of NIMR with other medical research institutes

2.8 Analysis of Staff by Discipline

1. Research Fellows - 68
2. Pharmacist - 1
3. Nurses/Counsellors - 5
4. Medical Laboratory Scientists/
Technologists/Technicians - 43
5. Laboratory Attendants/Experimental
Animal Attendants - 11

6. Data Managers	- 5
7. Community Health Officers/Record Keepers	- 3
8. Biomedical Engineering Technologist	- 1
9. Library Staff	- 12
10. Internal Audit Staff	- 8
11. Finance/Accounts/Stores	-17
12. Works and Maintenance/Transport/Environmental Assistants	- 39
13. Admin Staff	- 77
TOTAL NO. OF STAFF	- 290

NIMR has staff strength of 290 with only 23.4% as researchers, while support services account for 48.6%.

2.8.1 Staff Distribution of NIMR

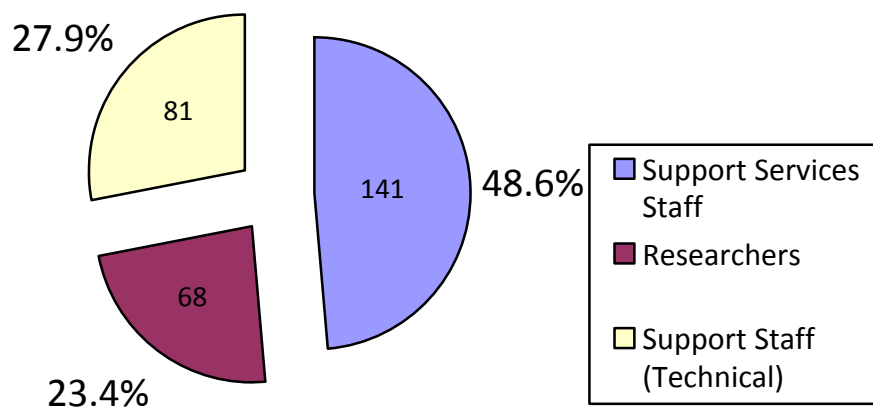


Fig.4: Pie Chart Showing percentage of staff distribution of NIMR

2.9 The Relevance of NIMR to the Nigerian Health System

The relevance of any organization may be measured by the output but more importantly is measured by how significantly it is to its major stakeholders especially its owners and consumers. This significance is universally measured by the financial standing of the institution – the investment by the owners, the financial support by consumers through purchase of services or endowment.

The very low level of funding of NIMR is clear indication of its low relevance to the major stakeholders. Furthermore, the industrial action recently undertaken by the staff of Research Institutes throughout the country produced little or no reaction from the government or the public. Response to industrial action is a qualitative test of institutional relevance.

2.10 SWOT Analysis of NIMR

Strengths

- The only medical research institute in Nigeria
- Visionary Board leadership
- New management with positive intent
- Extensive research in malaria HIV/AIDS and TB
- Available infrastructure for research
- Some skilled researchers with proven abilities
- Some Support from international partners

Weaknesses

- Very weak enabling law
- No research on management and public health issues, no vaccinology and no clinical trials
- Inadequate funding by government
- Health research not priority of government
- Low relevance to national health priorities
- Lack of awareness of value of research to private sector organizations
- Lack of awareness of NIMR activities among the Nigerian public
- Absence of coordination and control of research
- Internal wrangling
- Weak corporate governance
- Lack of collaboration with world class research institutes and associations
- Few high quality researchers
- Inadequate ambience – limited space for expansion and location in very noisy neighbourhood.
- Lack of marketing of NIMR products and services
- Inadequate I.T. infrastructure
- Outdated library
- Inadequate communication on research between researchers, users and general public
- Poor dissemination of research findings
- No formal involvement in planning and execution of national disease outbreaks.
- No record of daily work output by staff

- Researchers pursue individual goals rather than research driven by national health priorities
- Low level I.T. compliance amongst staff

Opportunities

- Expansion of NIMR from Medical Research Institute to Health Research Institute
- Enactment of new NIMR Act
- Huge potential for Health Research in Nigeria towards national and international industry priorities
- Collaboration with leading international research institutes
- Leadership in promoting research coordination and control
- Clinical trials and vaccinology
- Democratic political environment allows for positive lobby
- An increasingly educated and aware public that will be supportive of health research
- Health research to state government health programmes.

Threats

1. Non passage of NIMR Act
2. Lack of political will to support health research in Nigeria
3. Strong international competition in research
4. Brain Drain
5. Socio-cultural beliefs preventing volunteers for research
6. Weak tertiary education in Nigeria
7. Poor national economy
8. Global financial crisis
9. Bribery and Corruption

3.0 KEY STRATEGIC ISSUES

Success is not a matter of chance but rather a matter of choice. This makes it important to have a clear strategic plan and direction. Strategic planning is a major management tool which is widely used by organizations in public and private sector including governments to give character to the organization, inspire change, define criteria for achieving success and support every person in the organisation to make decisions daily and drive continual improvement within the organization, moving it towards its clearly defined vision. A strategic plan is a clear roadmap to achieve set strategic objectives.

The NIMR Strategic Plan revolves around the following strategic issues:

- Strengthen institutional character
- Building a high performing institution
- Identify and conduct relevant research
- Conduct best research and support best researchers
- Provide evidence-base for health policy and practice
- Increase funding of research
- High ethical standards
- Institutional framework for national coordination and control of research

3.1 STRENGTHEN INSTITUTIONAL CHARACTER

The ambience, aura and overall character of an institution usually depict the quality of the institution. NIMR must continuously strive to create and sustain an attitude of a serious, responsible, focus research institute. There presently tends to be far more discussion of non-research personal or general interest issues amongst staff than discussions on research and relevant professional and industry issues. By training, human beings can be made to apply rigorous ethical standards to life, business and leadership decision such that this process becomes instinctual.

3.1.1 Vision and Mission

The Institute should slightly modify its vision and mission to include international health and support to industry.

3.1.2 Core values

Develop core values for the institute which will be binding on every employee to live up to. This will include:

- Honesty, Integrity
- Leadership
- Excellence
- Respect, Fairness, dignity
- Teamwork, responsibility
- Relevance, Innovation
- Hardwork
- Fair Reward and Recognition
- Accountability and Transparency
- Communication – internal and external
- Equity

Objective

To raise the moral, social, and work environment in NIMR to the highest potential for increased productivity, effectiveness and efficiency.

Implementation

Seminars and public awareness and education program

Indicators

- % reduction in lateness, absenteeism, truancy, gossip
- % increase in productivity in every department
- % of division and units leaders monitoring employee behaviour

3.1.3.4 Resources

Facilitators for seminars on lifestyle and management
Materials for public awareness and promotion (posters etc)

3.1.4 Leadership

Initiative

Everybody can be a better leader, a more complete leader. Everybody can use more of their potential to inspire and empower others to achieve better results. Great leadership may not be easy but is learnable.

Objective

To continually improve the quality of leadership in the institute at all levels as to make positive behaviour among all employees instinctual.

Implementation

Leadership training for management, heads of divisions, as well as units and sectional heads.

Indicators

Increased transparency
Increased productivity
Reduction of conflict

Resources

Human
Material

3.1.5 Strong corporate governance

Initiative

Strong corporate governance is a major necessity for building strong, effective institutions. The management board of NIMR needs to be strengthened in order to provide strong corporate governance to the institution. Strengthen the relationship between NIMR and the parent ministry (FMOH).

Objective

To enhance the relevance of NIMR and its benefit from government.

Implementation

Including in the bill for NIMR clear requirement in the composition of the board – A Board of at least 7 members, 5 of whom would be experienced researchers in the health sector, and the chairman must have notable experience in research management and leadership. At least 2 members of the Board would be individuals with strong social network to support the progress of the institute.

The Chairman and the DG will increase relationship management with the Minister and the Permanent Secretary. The DG and the Directors of NIMR will increase contact and relationship with the Director of Research as well as the head of the research division in the Ministry. These are obviously more important to NIMR than the representatives of the Federal Ministry on the

Board. However, this representative will also be very useful in promoting NIMR at the level of the Ministry.

Indicators

Increase in transparency, accountability
Increase in outreach and lobby for the institution
Increase in budgetary allocation to NIMR and support to necessary expansion of NIMR
Support to the passage of NIMR Bill

Resources

Human
Travel

3.1.6 Effective management

Initiative

Strengthening management capacity at all levels.

Objective

To enable all management staff including units and sectional leaders to learn and practice basic management principles of planning, organizing, directing, and control so as to increase effectiveness, efficiency, and equity at all levels of operations in NIMR

Implementation

Management training through seminars, retreat and on-the-job training.
Setting definite timeline for actions and reactions on all work items in NIMR
Set up proper processes for implementing all work items

Indicators

The performance of employees in the training programmes
% of adherence to set timelines and processes.

Resources

Workshop facilitators
Workshop Materials

3.2 BUILDING A HIGH PERFORMING INSTITUTION

3.2.1 General

For a research institute, the most important aspect is human capital, for research in the modern globalized world, the competition is international as the best researchers and the best institutes will attract most of the available funds for research and consequently tend to attract the best researchers creating a virtuous cycle of best institute, best researchers and high funding. For success of any professional, 3 major factors are important namely:

- Industry knowledge

- Specialised knowledge and skill
- Behaviour

The operating environment to support high quality human capital is also very necessary for a research institute to be a centre of excellence. The core activity of a research institute is research and the core goal is to do best science possible.

NIMR requires significant restructuring; from the enabling, its strategies, organization structure, and management. The key element of immediate change is to expand strategies to cover all the components of Health Research apart from pharmaceutical research, since NIMR is the only institution in Nigeria for Health Research, NIMR must also find convenient processes to ease out mediocre researchers while attracting and retaining best researchers.

3.2.2 Structure

The new NIMR needs to move clearly to a new organisation structure that will reflect a focus on relevant and best research. The structure also needs to be adaptable to changing national and international health priorities. NIMR must restructure in such a way as to increase its relevance to international partners funding health programmes and to relevant industry (business) investment in healthcare. NIMR will also promote and establish capacity to attract endowment from individual and corporate entities in Nigeria. Structure is crafted to support strategy. In NIMR therefore, the major structure must be to promote and produce the most relevant research, best research and researchers. Other aspects of the structure must exist to support this central objective. To move to most effective and efficient function while building in adaptability, it becomes important to bring scientists in groups and clusters sharing defined focus. Each group will then have within it, different programmes with specific research projects. A group will have a leader of director level and programme managers of deputy and assistant director levels. Any of the researchers can be the principal investigator for any particular research project.

3.2.2.1 Director Support Services

Ideally, all the non-research functions in NIMR should all come under one Division as Division of Support Services under a Coordinator. There will be under this directorate, divisions of Administration, Accounts and Finance, Maintenance, and Stores.

3.2.2.2 Research Planning and Management (RPM)

There is need to have a department that focuses on research management – The Research Planning and Management (RPM) - under a Coordinator. This department will have the following function lines:

- Central Laboratory Manager
- Project & Grant Manager
- Quality Control Manager

The Coordinator, Research Planning and Management will have the responsibility for the coordination of research for the institute. He will also liaise with different

organizations and institutes within and outside Nigeria for collaboration with NIMR. The Coordinator will source and identify high performing researchers within and outside Nigeria and recommend to the institute for employment for either full time or part time relationship with NIMR. He will do training needs analysis for research groups, research programmes and individual researchers and source organizations where performance gaps can be filled through short attachment programmes. He will search, identify and initiate relationship with organizations both public and private who can be of benefit to the institute. He will coordinate the activities of the different units that directly support research to increase quality, effectiveness, efficiency, and equity in research.

Projects and Grants Management (GPM)

The Project and Grants Manager will support research in all phases to upgrade the quality of:

- Research proposals to meet the requirements of the market bearing in mind the competition for available research funds in the international market.
- Support the different research projects in any manner to facilitate their achievements of research activities.
- Prepare project reports (non-academic) in line with requirement of funding agencies.

The Projects and Grants Manager will also have a special focus in the following for the institute so as to attract the enormous funding available in the industry worldwide.

- Develop clinical trials programmes
- Train clinical trial monitors.
- Develop protocol for clinical trials.
- Review proposal to meet national and international regulatory requirements.
- Import license
- Support vaccine trials as well drug trials
- Develop case report forms
- Keep safety reports
- Conduct training on Good Clinical and Laboratory Practice (GCLP) and ethics for all research staff involved including field workers and data clerks.

Central Laboratory

The central laboratory will provide shared services for different projects, programmes and research groups, thus ensuring maximum productivity and efficiency in the use of the limited resources of the institute. This requires proper exposure, seniority, and experience of the Clinical Laboratory Manager to ensure adequate scheduling, monitoring and control of the use of laboratory space and equipment.

Quality Control

Quality control is a vital service for any organization but particularly so for a research institutes or the manufacturing industry. As the institute expands with the implementation of this plan, it becomes necessary to develop a strong quality control unit to ensure Good Clinical and Laboratory Practice (GCLP) – standards as developed by World Health Organization (WHO). This quality control will also be applicable to non-clinical laboratories. This ensures proper documentation and effective monitoring including use of quality auditor with unannounced visits, ensuring proper process, use of wholesome materials and correct documentation. NIMR will also be member of external quality assurance programmes. Quality management is applicable to all points of service including procurement and IT and will introduce standardisation of documentation for every unit. This is important for access to funding especially big international funding agencies.

Biomedical Engineering

The technical service of Biomedical Engineering is a major requirement for running a research institute. At the moment, NIMR has no Biomedical Engineering unit with knowledgeable and experienced Biomedical Engineers/Technologists and Technicians. The unit must be involved in procurement to confirm the quality of equipment and required accessories and maintenance agreement before and after purchase.

The unit will also stock the required spare parts and materials for maintenance and repairs of different equipment.

Marketing Management

Marketing in its generic form deals with product development, packaging, promotions, distribution and sales. Marketing applies to every aspects of life both in private and public sector. It is that management effort that takes the product of any organization to its consumers and the general public, creating awareness, empathy, utility, value, and ultimately customers and/or supporters. For NIMR, the marketing unit will be required to start small as a Unit of Giving which will raise awareness and support to NIMR through endowment from individuals and corporate organizations in Nigeria and abroad. The staff of this unit may be engaged mainly on commission so that their payment is productivity based.

Library

NIMR must upgrade its library to support research to the highest level. NIMR can also source grants and aid or endowment to support this function.

3.2.2.3 Research Groups

It is necessary to restructure the main line of business of the institute in a manner that will increase its relevance, motivate employees for increased productivity, attracts investment from partners and industry and increased subvention from the national government. Research will be conducted under the structure in groups. A research group will be headed by a Director grade level 17 researcher with notable knowledge and experience in research, leadership and management especially relationship management.

The following groups are adopted:

- Malaria
- HIV/AIDS/TB
- Maternal, Child and Reproductive Health
- Non-Communicable Diseases (NCDs)
- Neglected Tropical Diseases (NTDs)
- Emergency Preparedness and Response (EPR)
- Health System and Policy Research
- Immunology & Vaccinology
- Clinical Trials

Each group will consist of programmes that are relevant to national, international, and industry health research priorities. As these priorities change with time, the areas of concentration of the work of the programmes will be dynamic. The programme managers who will be Deputy Directors and grade level 16 officers will coordinate the activities of each programme. Any researcher in any of the programmes can be a principal investigator on a project if he is the initiator of that project.

All projects and project funds belong to NIMR and not to the individuals, be they Principal Investigators, programme managers or group leaders. All funds must be lodged with the NIMR Accounts Department and be managed strictly according to the requirements of the provider of the funds as agreed in the Terms Of Reference (TOR) or the operating laws.

3.2.2.4 Special Units

For NIMR to function effectively and efficiently as an apex national research institute of international repute, it is important to establish the following units to levels of high functionality –

- Central Laboratory
- Biomedical Engineering
- ICT
- Procurement
- Maintenance
- Stores

This section is to emphasize the level of functionality to which these units should be raised. We had above located them in different departments.

Central Laboratory

The Central Laboratory unit will be headed by a Central Laboratory Manager, A Deputy Director post grade level 15 under the Research Planning and Management office, will be provided adequate laboratory space to support common laboratory services for all research groups and programmes.

Biomedical Engineering

The technical service of Biomedical Engineering is a major requirement for running a research institute. At the moment, NIMR has no Biomedical Engineering unit. The unit must be involved in procurement to confirm the quality of equipment and required accessories and maintenance agreement before and after purchase.

The unit will also stock the required spare parts and materials for maintenance and repairs of different equipment.

Information Communication Technology (ICT)

A strong Information, Communication, Technology (ICT) platform is required for any modern organization and is necessary for building the new NIMR which will emerge from the strategic plan. Every officer of NIMR should be computer literate and produce his/her work by himself or herself. A decent timeline of not more than 18 months should be provided for this transformation. By which time all internal communications should be online except in special cases. The necessary hardware and software to develop this system be acquired and training for staff conducted. But all staff should individually become computer literate at their own cost. Computer literacy is a basic required level of literacy for working in the modern world.

The ICT manager may be trained to combine his duty with quality control and vice versa. As a benchmark, the ICT department will aspire at the end of the 5 years to support a wide range of software from standard business applications to statistical and specialist programmes designed for specific items of equipment and installation of VSAT to improve internet bandwidth and reduce reliance on a sometimes unreliable external internet backbone. Since this field is a rapidly evolving specialty, any other new development in ICT will be incorporated to maintain a high level of function.

Procurement

The need for a procurement unit in NIMR is both necessary and statutory. The Institute procurement unit however, should develop a high level of functionality, transparency, and accountability more than is prescribed in the procurement act by being real time online and with information shared by relevant designated executives.

Maintenance

The maintenance division has to be strengthened to do basic repairs and the procurement processes for spares used by the units must be adapted to the new system being proposed, for accountability; transparency and minimization of fraud.

Stores

The stores shall be upgraded and computerized since Just-In-Time inventory is difficult to operate in Nigeria due to weak supply chain, well trained officers will be able to determine Economic Order Quantity (EOQ).

Corporate Affairs

The Corporate Affairs unit in the office of the DG shall be responsible for public relations, lobby, information management and documentation.

3.2.2.5 Special Committees

Advisory board

The governing board of NIMR should approve the establishment of international quality Advisory Board comprising 5-7 members. All members will be researchers of very high repute and 2-3 of them will be invited from overseas.

Executive Management Committee (EMC)

Chairman -DG

Members -Coordinator, Research Planning and Management
- Coordinator, Research Support Services
- Coordinator, Research Groups
- Coordinator, General, Support Services

Executive Management Committee: EMC shall be the top management committee of the institute. It shall support the DG in all aspects of the administration of NIMR

Research Committee (RC)

Chairman - CRPM

Members - Coordinator, Research Support Services (CRSS),
Coordinator, General Support Services (CGSS), All
Research Group Leaders

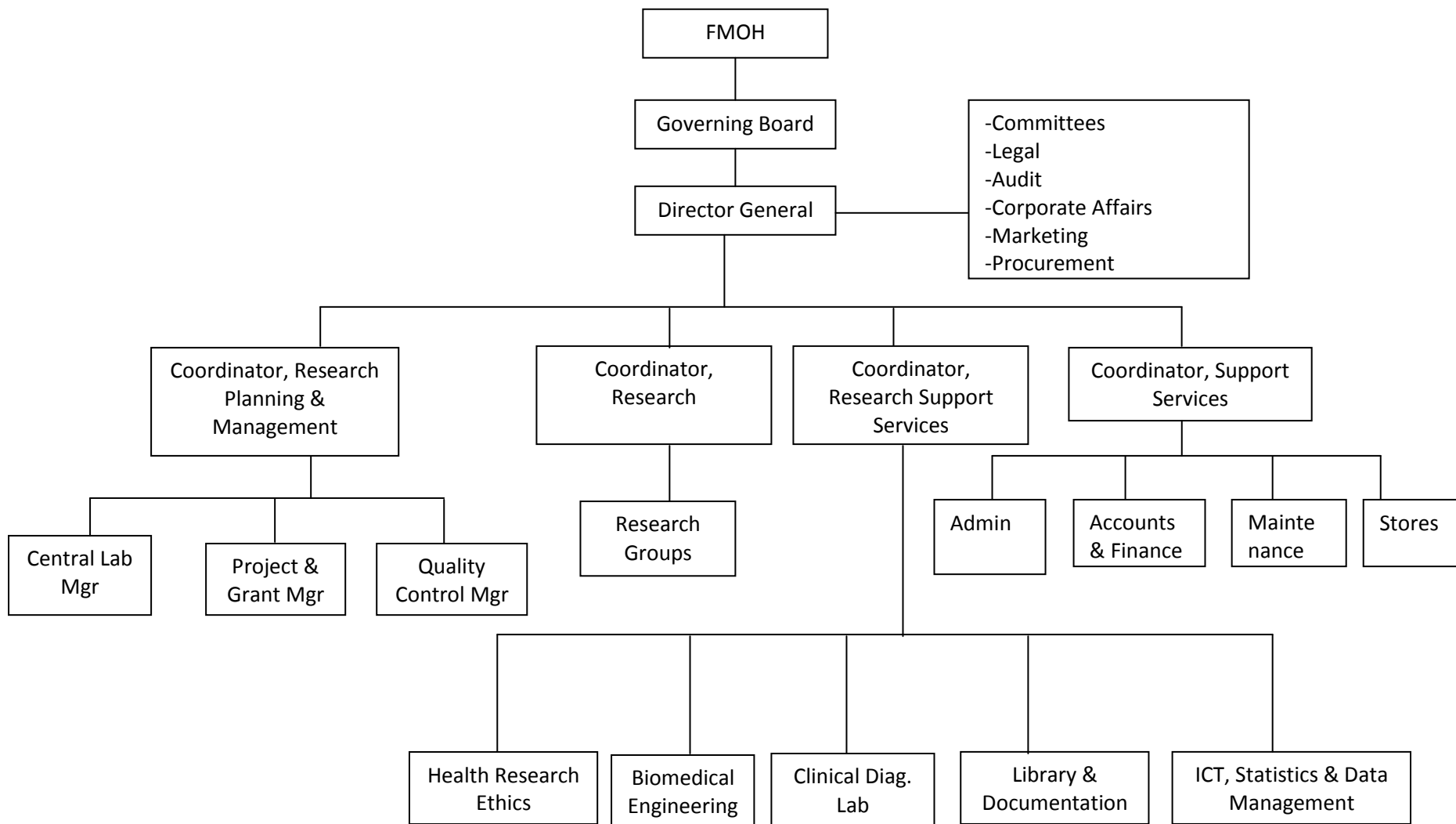
Research Committee will meet monthly. Address all issues on research.

SMC: The membership of the SMC will be expanded in accordance with the new organization structure.

3.2.2.6 Organogram

An organisation structure aggregates different functional units in a manner that builds cohesion and synergy for promoting effectiveness, efficiency and equity.

We provide organogram to tie the different units together for ease of management for the DG.



3.2.3 Human Capital Development

3.2.3.1 General

Human capital is the major resource of any research institute. Indeed a research institute is as good as its researchers. This implies that the single most important function of a research institute is human resource management. The key factors in a human resources management are selection, reward, training, and discipline. Of all the factors in human resource management, selection is pivotal because bringing in inadequate employees create enormous problems especially for organizations like NIMR where the exiting process is slow and difficult. Indeed, it may be impossible for public sector in Nigeria to disengage any staff for low performance. So, the decision at the point of selection i.e initial employment is crucial for this most important resource of NIMR. Moving forward, NIMR must:

- Institute strict criteria and processes for employment.
- Motivate and reward researchers adequately to produce high quality research which will in turn attract international and industry investments through funding of projects.
- Train and retrain researchers to continuously improve knowledge and skills
- Discipline – Board and Management of NIMR must find a way to eliminate non-productive researchers from the system as well as unproductive support staff (in a vibrant human resource management environment, it is recommended practice to terminate the appointment of the weakest 15% of the employees every year and replace them by the topmost candidates that can be found in the market the same period, this is effective way of organizational renewal).

3.2.3.2 Selection

Initiative

Institute strict criteria and processes for employment to engage high calibre candidates.

Objective

To build a high performing institute.

Implementation

The selection process must be strengthened, must be transparent, must be competitive to bring in candidates with the highest potentials to be very good researchers.

Indicators

Increase in number of high quality staff employed

Resources

Human, Material

3.2.3.3 Reward

Initiative

- All processes for support and reward of researchers should be transparent, peer reviewed, and contestable.
- 2% allowance to researchers who attract projects/commercial revenue such as patents.

Objective

- To eliminate bias and promote fair competition
- To motivate researchers to perform highly

Implementation

- Institute open, fair and contestable processes
- Pay approved allowance as and when due

Indicators

- Decrease in the number of formal and informal protests of victimization
- Increased output of high quality research
- % increase in high quality, sponsored projects and patents.

Resources

Human and Financial

3.2.3.4 Training

Initiative

- Designation of a training manager.

Objective

- To conduct training needs analysis
- Identifying performance gaps
- Develop and implement training plans

Implementation

- Appointment of training manager
- Develop training plan

Indicators

- % of staff undergoing appropriate training every year as planned.

Resources

- Human and financial

3.2.3.5 Discipline

Initiative

- Appropriate sanctions for inappropriate conduct.

Objective

- To improve the level of discipline in the institute

Implementation

- Strict, prompt, effective action against inappropriate conduct.

Indicators

- Number of cases treated.

Resources

- Human

3.2.3.6 Attracting Quality Researchers

Initiative

- Identifying and appointing known best researchers on part time and contract basis.

Objective

- Initiate and sustain high quality research in NIMR
- Sourcing human capital outside the institute both nationally and internationally.

Implementation

- Part-time and contract appointments tied to funded projects.

Indicators

- No. of researchers appointed annually

Resources

- Human, Financial

3.3 IDENTIFY AND CONDUCT RELEVANT RESEARCH

RPM (Research Planning and Management)

- For dynamism, effectiveness and efficiency
- National Health priority focus
- International Funding focus
- Industry Focus
- Innovation and development
- Promote and sustain entrepreneurial approach to research in order to contribute to national and international development
- Dissemination of research results and connecting with stakeholders
- Internationalization

*(RPM) Central Laboratory Manager, Project & Grants Manager, Quality Control

Initiative

- Focus on National and International priorities

Objective

- To align the work of NIMR to changing health priorities, to funding priorities of international partners and to development goals of health sector industry.

Implementation

- Restructure NIMR to reflect dynamism, flexibility, teamwork and focus on major stakeholders interest.
- Proposals to state governments for research and areas of special interest to them.

Indicators

- New organogram of NIMR functional by 2011
- % increase in research in areas of national priorities defined by FMOH
- No. of projects sponsored by state governments
- Increase in projects for international partners
- Increase in projects for industry

Resources

- Political will for change and reorganization
- Human resources - engagement of adequate researchers
- Salaries, most of which should be paid through projects.

3.4 CONDUCT BEST RESEARCH AND SUPPORT BEST RESEARCHERS

3.4.1 Selection/Recruitment

Initiative

- Fix criteria for employment of researchers

Objective

- To bring in high calibre staff at entry level
- To reduce bias and promote fair competition

Implementation

- Set a minimum of second class upper degree for entry level
- All processes for selection should be transparent and honest and every researcher must undergo rigorous interview

Indicators

- Increase output of relevant and high quality research
- % of new employees meeting criteria

Resources

- Human and material

3.4.2 Support and Reward of Best Researchers

Initiative

- All processes for support and reward of researchers should be transparent, peer reviewed, and contestable.
- 2% allowance to researchers who attract projects/commercial revenue such as patents.

Objective

- To eliminate bias and promote fair competition
- To motivate researchers to perform highly

Implementation

- Institute open, fair and contestable processes
- Pay approved allowance as and when due

Indicators

- Decrease in formal and informal protests of victimization
- Increased output of high quality research
- % increase in high quality, sponsored projects and patents.

Resources

Human and Material

3.4.3 Fellowships & Grants

Initiative

- Award fellowship and grants to high quality researchers

Objective

- To appreciate and motivate best researchers

Implementation

- Source international fellowships and grants
- Institute NIMR grant and awards

Indicators

- % increase in number of fellowships and awards

Resources

Human, Material and Financial

3.4.5 Quality Control

Initiative

- Create quality control structures, systems and processes

Objective

- To minimize human and machine errors and produce best science

Implementation

- Appoint quality control staff, adopt and imbibe quality control process.

Indicators

- % reduction in human and machine errors

Resources

- Human, Material and Financial

3.4.6 Consider moving NIMR from Lagos

Initiative

- Relocation of NIMR to a location conducive for research other than Lagos – Yaba Bus Stop

Objective

- To create appropriate ambience for research

Implementation

- Lobby Federal Government to develop a new location.

Indicators

- NIMR moved within 10 years

Resources

- Political will, human and material resources

3.4.7 Innovation

Initiative

- Planning and conducting research on new ways and new technology for health practice and research.

Objective

- To improve performance to own patent and attract industry support to research in NIMR.

Implementation

- Join international associations for research and innovation.
- Establish collaborations with organizations with experience on innovation.

Indicators

- Project on innovation started in NIMR

Resources

- Human, Material and Financial

3.4.8 Mentoring of young researchers

Initiative

- Active effort to find mentors within and outside NIMR for young researchers.

Objective

- To help young researchers in path-finding, discipline, and contact.

Implementation

- To help young researchers having mentors.

Indicators

- No. of young researchers having mentors

Resources

- Human

3.4.9 Monitoring and Evaluation(M&E)

Initiative

- Conduct M & E for every aspect of NIMR activities.

Objective

- To increase effectiveness and efficiency in productivity both in research and other activities.

Implementation

- Establish M&E as part of every activity.

Indicators

- % of activities monitored and evaluated.

Resources

- Human and material

3.4.10 Library

Initiative

- Build a high quality medical research library.

Objective

- To provide necessary intellectual resources for research.

Implementation

- Plan and develop modern library and engage experienced medical research librarians.

Indicators

- Modern medical research library available

Resources

- Building, staffing, ICT materials

Cost

- N800m over 4 years

3.5 PROVIDE EVIDENCE-BASE FOR HEALTH POLICY & PRACTICE

3.5.1 Development of research groups for health management research

Initiative

- Establishment of a new structure for research in health policy, management and practice

Objective

- To support health services management in Nigeria.

Implementation

- Create the department and employ appropriate staff

Indicators

- Health management research by end of 2012

Resources

- Human and Financial

3.6 INCREASE FUNDING OF RESEARCH

3.6.1 Lobby for increased appropriation (executive and legislative arms of government)

Initiative

- To create a standing structure for lobby of Federal Government and National Assembly.

Objective

- To increase budgetary allocation to NIMR for research and development.

Implementation

- Set up Board and Management Committee for lobby including external resource persons.

Indicators

- Committee setup by end July 2011

Resources

- Goodwill, travel cost

3.6.2 International funds

Initiative

- Develop research teams and projects targeting major international funds.

Objective

- To raise large revenue for high quality research in NIMR

Implementation

- Appoint international quality researchers full time, part time or contract
- Set up collaboration with other high quality international research centres

Indicators

- Increase in high quality big ticket projects in NIMR.

Resources

- Human and financial

3.6.3 Industry funds

Initiative

- Develop research teams and projects to target research funds (vaccinology and clinical trials)

Objective

- To attract large funding of projects by industry

Implementation

- Appoint international quality researchers full time, part time or contract
- Set up collaboration with other high quality international research centres

Indicators

- Increase in high quality big ticket projects in NIMR.

Resources

- Human, Material, Financial

3.6.4 Endowment

Initiative

- Set up unit of giving

Objective

- To actively collect donations from corporate organizations and high networth individuals.

Implementation

- Set up the unit

Indicators

- Amount of money raised per annum for health research in the country.

Resources

- Human, Material, Financial

3.6.5 Active marketing

Initiative

- Set up a marketing unit in NIMR

Objective

- Create awareness with relevant stakeholders and the general public on products and services in NIMR.

Implementation

- Set up the unit as a going concern.

Indicators

- Increase relevance and revenue for NIMR.

Resources

- Human, Material, Financial

3.6.6 Continuous cost reduction and waste elimination

Initiative

- Make savings through cost reduction and reduction of waste.

Objective

- Increase efficiency and funds available for research

Implementation

- Review of staffing levels to eliminate unproductive staff and redundant positions.
- Effective procurement unit
- Strong biomedical engineering and maintenance unit

Indicators

- % reduction in unit cost in all activities of NIMR.

Resources

- Human, Material, Financial

3.6.7 Patents and commercialisation of research result

Initiative

- Establish innovation and conduct high quality research.

Objective

- To develop products and services that can be commercialized or patented.

Implementation

- Engagement in cutting edge research and innovation.

Indicators

- Amount of money raised from patents.

Resources

- Human, Material, Financial

3.7 HIGH ETHICAL STANDARDS

3.7.1 Strengthen ethics committee

Initiative

- Strengthen Ethics Committee of NIMR
- Making Ethics a priority

Objective

- Maintain high ethical standards in health research.

Implementation

- Include 2 external members in NIMR Ethics Committee.

Indicators

- Reduction in non-ethical incidents

Resources

- Human, cost of meetings allowance for external persons.

3.7.2 Strong linkage with the national ethics committee

Initiative

- Promote a strong National Health Research and Ethics Committee (NHREC)

Objective

- Raise the importance of ethics nationally.

Implementation

- Collaborative efforts with all research centres in the country.

Indicators

- Number of activities on health research ethics at the national level

Resources

Human and material

3.7.3 Orientation of staff

Initiative

- Active awareness and training of all researchers and non-researchers on ethics in health research.

Objective

- To ensure every staff has appropriate knowledge on research ethics.

Implementation

- Organize orientation trainings/workshops/meetings on ethics in health research and awareness program for all researchers.

Indicators

- No. of staff trained in health research ethics.

Resources

Human, material and financial

3.7.4 Regular Seminar on Health Research Ethics

Initiative

- Ongoing training on ethics

Objective

- Constantly improve knowledge of researchers on ethics in health research.

Implementation

- Six monthly seminar on ethics in health research.

Indicators

- Attendance at seminars.

Resources

Human, Material, Financial

3.7.5 Sanctions

Initiative

- Appropriate sanctions for breach of health research ethics.

Objective

- To discourage researchers from unethical conducts.

Implementation

- Strict, prompt, effective action against breach of ethics.

Indicators

- No. of cases treated

Resources

Human

3.8 INSTITUTIONAL FRAMEWORK FOR NATIONAL COORDINATION AND CONTROL OF RESEARCH

Initiative

- Lobby for establishment of National Health Research Council

Objective

- To create an effective and efficient coordination and control of research in the country.

Implementation

- Promote establishment of the National Health Research Council (NHRC).

Indicators

- NHRC established within 3 years.

Resources

- Goodwill, cost of lobby

4.0 KEY STRATEGIC INITIATIVES, OBJECTIVES AND IMPLEMENTATION

STRATEGIC INTENT 1: Strengthen Institutional Character

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Strengthen Institutional Character	Vision To internationalize the vision of NIMR and recognize industry as key partners	Modify the vision of NIMR to include international health and support to industry.	Re-craft the vision of NIMR and internalize it.	New vision adopted and internalized	Human	June 2011	N27m
	Core Values To raise the moral, social, and work environment in NIMR to the highest potential for increased productivity, effectiveness and efficiency	Develop core values for the institute which will be binding on every employee to live up to including: -Honesty, Integrity, Leadership, Excellence, Respect, Fairness, Dignity, Teamwork, Responsibility, Relevance, Innovation, Hardwork, Fair Reward and Recognition, Accountability, Transparency, Communication(Internal & External), Equity. Organize workshops, public awareness, and education programmes	Conduct Seminars, Public Awareness and Education Programmes	% reduction in lateness, absenteeism, truancy, gossip % increase in productivity in every department % of division and units leaders monitoring employee behaviour	-Facilitators for seminars on lifestyle and management -Materials for public awareness and promotion(posters)	Regular Seminars, Awareness Programmes and Education Programmes over 5 years	

Strengthen Institutional Character contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Strengthen Institutional Character	Leadership To continually improve the quality of leadership in the institute at all levels as to make positive behaviour among all employees instinctual.	Everybody can be a better leader, a more complete leader. Everybody can use more of their potential to inspire and empower others to achieve better results. Great leadership may not be easy but is learnable	Leadership training for management, heads of divisions, as well as units and sectional heads.	Increased transparency Increased productivity Reduction in conflict	-Facilitators for workshops on leadership -Workshop materials	Continuous leadership training for management, heads of divisions, as well as units and sectional heads for 5 years	N30m
			Including in the bill for NIMR clear requirement in the composition of the Board: – A Board of at least 7 members, 5 of whom should be experienced researchers in the health sector -The Chairman must have notable experience in health research management and leadership -At least 2 members of the Board should be individuals with strong social network to support the progress of the institute				

Strengthen Institutional Character contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Strengthen Institutional Character	<p>Leadership To continually improve the quality of leadership in the institute at all levels as to make positive behaviour among all employees instinctual.</p>	<p>Everybody can be a better leader, a more complete leader. Everybody can use more of their potential to inspire and empower others to achieve better results.</p> <p>Great leadership may not be easy but is learnable</p>	<p>- The Chairman and the Director General (DG) will increase relationship management with the Minister and the Permanent Secretary</p> <p>-The DG and the Directors of NIMR will increase contact and relationship with the Director of Research as well as the head of the research division in the FMOH. These are obviously more important to NIMR than the representatives of the Federal Ministry on the Board. However, this representative will also be very useful in promoting NIMR at the level of the FMOH.</p>				

Strengthen Institutional Character contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Strengthen Institutional Character	<p>Effective Management To enable all management staff including units and sectional leaders to learn and practice basic management principles of planning, organizing, directing, and control so as to increase effectiveness, efficiency, and equity at all levels of operations in NIMR.</p>	Strengthening management capacity at all levels.	<ul style="list-style-type: none"> -Management training through seminars, retreat, and on-the-job training - Setting definite timeline for actions and reactions on all work items in NIMR -Set up proper processes for implementing all work items 	<ul style="list-style-type: none"> -The performance of employees in the training programmes -% of adherence to set timelines and processes. 	<ul style="list-style-type: none"> -Facilitators for workshops on Basic Management -Workshop materials 	Continuous leadership training for management, heads of divisions, as well as units and sectional heads for 5 years	N30m

STRATEGIC INTENT 2: Building a High Performing, Relevant Institute

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Building a high performing, relevant Institute	Structure To establish an organization structure to reflect national health needs priorities	Adjust organization structure to reflect health priority rather than skill specialization of research	-Establish Research Planning & Management -Establish Research Groups -Establish a Grants Management Office -Establish Quality Control Unit -Establish a Marketing Management Office -Establish Biomedical Engineering Unit -Upgrade Library -Build Research Groups -Upgrade Central Laboratory, ICT, Procurement, and stores	-New organization structure for NIMR by June 2011 -All recommended units established by end 2012		2011 2012	N300m
	Selection To employ high quality staff.	Institute strict criteria and processes for employment to engage high calibre candidates.	The selection process must be strengthened, must be transparent, must be competitive to bring in candidates with the highest potentials to be very good researchers.	Increase in number of high quality staff employed		Continuous activity	
	Attract more funds from National budget		Establish an effective standing lobby	Organized lobby active from beginning of 2012		2012 - 2015	N10m

Building a high performing, relevant institute contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Building a high performing, relevant Institute	<p>Reward</p> <p>-To eliminate bias and promote fair competition</p> <p>-To motivate researchers to perform highly</p>	<p>-All processes for support and reward of researchers should be transparent, peer reviewed, and contestable.</p> <p>-2% allowance to researchers who attract projects/commercial revenue such as patents.</p>	<p>-Institute open, fair and contestable processes</p> <p>-Pay approved allowance as and when due</p>	<p>-Decrease in formal and informal protests of victimization</p> <p>-Increased output of high quality research</p> <p>-% increase in high quality, sponsored projects and patents.</p>	Human, Material and Financial	2012	N20m
	Massive investment in capacity development	Plan training programmes with relevance to health research	Regular training programmes	Training program developed annually. % of staff attending relevant courses per annum	Human, Material and Financial	2011-2014	N70m
	Institutional values, culture and work ethics of NIMR must be built, developed and sustained to adequately enhance performance.		<p>- staff profile (number, distribution and quality) consistent with new vision, mission and core goals of NIMR</p> <p>- Implement the strategic plan</p>	<p>- adoption of plan in April 2011, orientation for all staff in May and June 2011.</p> <p>- HRM protocol reviewed and adopted by end of 2012</p>	Human, Material and Financial	June 2011- Dec. 2012	N10m

Building a high performing, relevant institute contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Building a high performing, relevant Institute	Training -to conduct training needs analysis -identify , develop and implement training plans	-Designation of a training manager	-appointment of training manager -develop training plan	-% of staff undergoing appropriate training every year as planned	Human, Material and Financial(salary)	End 2011	N7.2m
	Discipline - to improve the level of discipline in the Institute	- appropriate sanctions for inappropriate conduct.	-strict, prompt, effective action against inappropriate conduct	-number of cases treated	Human/Financial	2011-2015	
	Attracting Quality Researchers -initiate and sustain high quality research in NIMR -sourcing human capital outside the institute both nationally and internationally	-Identifying and appointing known best researchers on part-time /contract basis	-part-time / contract appointments tied to funded projects	-no. of researchers appointed annually	Human	2011-2015	

STRATEGIC INTENT 3: To Identify and Conduct Relevant Research

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Identify and Conduct Relevant Research	To align the work of NIMR to changing health priorities, to funding priorities of international partners and to development goals of health sector industry.	Establish a Research Planning and Management Office(RPMO) for: -Dynamism, effectiveness and efficiency -National Health priority focus -International Funding focus -Industry Focus -Innovation and development -Promote and sustain entrepreneurial approach to research in order to contribute to national and international development -Dissemination of research results and connecting with stakeholders -Internationalization to define major areas of interest and encourage focus on relevant research areas.	-Restructure NIMR to reflect dynamism, flexibility, teamwork and focus on major stakeholders interest. -Proposals to State Governments for research and areas of special interest to them.	-New organogram of NIMR functional by 2011 -% increase in research in areas of national priorities defined by FMOH -No.of projects sponsored by state governments -Increase in projects for international partners -Increase in projects for industry -% increase weight of relevance of national health need as index for approving research proposal	-Political will for change and reorganization -Human resources -engagement of adequate researchers -Salaries, most of which should be paid through projects.	2011 2012 - 2015	

STRATEGIC INTENT 4: To Identify and Conduct the Best Research and Support the Best Researchers

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Identify and Conduct the Best Research and Support the Best Researchers	Selection/Recruitment -To bring in high calibre staff at entry level -To eliminate bias and promote fair competition	Fix criteria for employment of researchers	-Set a minimum of second class upper degree for entry level -All processes for selection should be transparent and honest and every researcher must undergo rigorous interview	-Increase output of relevant and high quality research -% of new employees meeting criteria	Human and material	End 2012	
	Support and Reward of Best Researchers -To eliminate bias and promote fair competition -To motivate researchers to perform highly	-All processes for support and reward of researchers should be transparent, peer reviewed, and contestable. -2% allowance to researchers who attract projects/commercial revenue such as patents.	-Institute open, fair and contestable processes -Pay approved allowance as and when due	-Decrease in formal and informal protests of victimization -Increased output of high quality research -% increase in high quality, sponsored projects and patents.	Human and Material	End 2012	
	Fellowships & Grants To appreciate and motivate best researchers	Award fellowships and grants to high quality researchers	-Source international fellowships and grants -Institute NIMR grant and awards	% increase in number of fellowships and awards	Human, Material and financial	End 2012	
	Quality Control To minimize human and machine errors and produce the best science- based research	Create quality control structures, systems and processes	Appoint quality control staff, adopt and imbibe quality control process.	% reduction in human and machine errors	Human, Material, and Financial	End 2011 - 2015	N6m

To Identify and Conduct the Best Research and Support the Best Researchers contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Identify and Conduct the Best Research and Support the Best Researchers	Consider moving NIMR from Lagos To create appropriate ambience for research	Relocation of NIMR to a location more conducive for research other than Lagos - Yaba Bus Stop	Lobby Federal Government to develop a new location	NIMR moved within 10 years	Political will, human and material resources	10 years	N5b
	Innovation To improve performance to own patent and attract industry support to research in NIMR.	Planning and conducting research on new ways and new technology for health practice and research.	-Join international associations for research and innovation. -Establish collaborations with organizations with experience on innovation.	Project on innovation started in NIMR	Human, Material and Financial	End 2013	N50m
	Mentoring of young researchers To help young researchers in path-finding, discipline, and contact.	Active effort to find mentors within and outside NIMR for young researchers.	To help young researchers having mentors.	No. of young researchers having mentors	Human and Material	End 2011	
	Monitoring and Evaluation(M&E) To increase effectiveness and efficiency in productivity both in research and other activities.	Conduct M&E for every aspect of NIMR activities.	Establish M&E as part of every activity.	% of activities monitored and evaluated.	Human and Material	2011	
	Library To provide necessary intellectual resources for research.	Build a high quality medical research library.	Plan and develop modern library and engage experienced medical research librarians.	Modern medical research library available	Building, staffing, ICT, materials	End 2014	N800m

STRATEGIC INTENT 5: Provide Evidence Base for Health Policy and Practice

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Evidence Base for Health Policy and Practice	Development of research groups for health management research To support health services management in Nigeria	Establishment of a new structure on research on health policy, management and practice.	Create the dept and employ appropriate staff	Health management research by end of 2012	Human, Material and Financial	End 2012	N5m

STRATEGIC INTENT 6: To Increase Investment in Research

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Increase Investment in Research	Lobby for increased appropriation (government, national assembly) To increase budgetary allocation to NIMR for research and development.	To create a standing structure for lobby of Federal Government and National Assembly.	Set up a joint Board and Management Committee for lobby including external resource persons.	-Committee setup by end July 2011 -Meetings -Advocacy visits	Goodwill, travel cost	Start end July 2011 and on-going	N2m
	International funds To raise large revenue for high quality research in NIMR	Develop research teams and projects targeting major international funds.	-Appoint international quality researchers full time, part time or contract -Set up collaboration with other high quality international research centres	Increase in high quality big ticket projects in NIMR.	Human and Financial	End 2012	N12m

To Increase Investment in Research contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Increase Investment in Research	Industry funds To attract large funding of projects by industry	Develop research teams and projects to target research funds (vaccinology and clinical trials)	-Appoint international quality researchers full time, part time or contract -Set up collaboration with other high quality international research centres	Increase in high quality big ticket projects in NIMR.	Human, Material, Financial	End 2012	N10m
	Endowment To actively collect donations from corporate organizations and high networth individuals.	Set up unit of giving	Set up the unit	Amount of money raised per annum for health research in the country.	Human, Material, Financial	End 2011	N2m
	Active marketing Create awareness with relevant stakeholders and the general public.	Set up a marketing unit in NIMR	Set up the unit as a going concern.	-Increase relevance on NIMR -improved revenue earnings	Human, Material and Financial	End 2011	N2m
	Continuous cost reduction and waste elimination To increase efficiency and funds available for research	Make savings through cost reduction and reduction of waste.	-Review of staffing levels to eliminate unproductive staff and redundant positions. -Effective procurement unit -Strong biomedical engineering and maintenance unit	% reduction in unit cost in all activities of NIMR.	Human, Material, Financial	July 2011 and on-going	

To Increase Investment in Research contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
To Increase Investment in Research	Patents and commercialization of research result To develop products that can be commercialized or patented.	Establish innovation and conduct high quality research.	Engagement in cutting edge research and innovation	Amount of money raised from patents.	Human, Material, Financial	End 2012	N20m

STRATEGIC INTENT 7: High Ethical Standards

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
High Ethical Standards	Strengthen ethics committee Maintain high ethical standards in health research.	-Strengthen Ethics Committee of NIMR -Making Ethics a priority	Include 2 external members in NIMR Ethics Committee.	Reduction in non-ethical incidents	Human, cost of meetings. allowance for external persons.	End 2011	N2m
	Strong linkage with the national ethics committee To raise the importance of ethics nationally.	Promote a strong National Committee on Ethics for Health Research	Collaborative efforts with all research centres in the country.	Number of activities on health research ethics at the national level	Human and material	End 2011	
	Orientation of staff To ensure every staff has appropriate knowledge.	Active awareness and training of all researchers on ethics in health research.	Organize orientation on ethics in health research and awareness program for all researchers	No. of staff who have proper training in research.	Human, material and financial	End 2011	

High Ethical Standards contd

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
High Ethical Standards	Regular Seminar on Ethics Constantly improve knowledge of research on ethics in health research.	Ongoing training on ethics	Six monthly seminar on ethics in health research.	Attendance at seminars.	Human, Material, Financial	Start end 2011 - 2014	N7m
	Sanctions To discourage researchers from unethical conducts.	Appropriate sanctions for breach of ethics.	Strict, prompt, effective action against breach of ethics.	No. of cases treated	Human	2011 and on-going	

STRATEGIC INTENT 8: Institutional Framework for National Coordination and Control of Research

STRATEGIC INTENT	STRATEGIC GOALS	STRATEGIC INITIATIVES	IMPLEMENTATION	PERFORMANCE INDICATORS	RESOURCES	TIME LINE	COST
Institutional framework for national coordination and control of research	To create an effective and efficient coordination and control of research in the country.	Lobby for establishment of National Medical Research Council	Promote establishment of the National Health Research Council (NHRC).	NHRC established within 3 years	Goodwill, cost of lobby	3 years	

TOTAL = N6,422.2b

APPENDIX 1:

1977 Decree

APPENDIX 2:
Proposed New Bill

APPENDIX 3A:

***Extract from the National Strategic
Health Development Plan Framework
(2010-2015), showing Weakness of
Nigeria Health System***

APPENDIX 3B:

***Extract from the National Strategic
Health Development Plan Framework
(2009-2015)***

***Showing Weakness of Health
Research in Nigeria***

APPENDIX 3C:

***Health Research Policy, Federal
Ministry of Health 2001***

APPENDIX 3D:

***Extract from the National Strategic
Health Development Plan Framework
(2010-2015)***

***Showing 8 Adopted Priority Areas of
the Federal Ministry of Health***

APPENDIX 4:

***Federal Government of Nigeria Health
Bill 2009***

APPENDIX 5:
NIMR Management Board Findings

APPENDIX 6:
Outline of Strategic Plan by Special
Group

APPENDIX 7:

***Report of Visits to Research
Management Office (RMO) University
Of Ibadan and Medical Research
Council (MRC) The Gambia***

APPENDIX 8:
Thematic Focus of Major Partners in
Nigeria

APPENDIX 9:

Photographs

- **Panoramic View of NIMR**
- **Minister**
- **Board Chairman**
- **Director General**
- **Board Members**
- **Others – Action Photographs**