



NIGERIAN INSTITUTE OF MEDICAL RESEARCH

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NIMRNIGERIA



STRATEGIC PLAN

2017 – 2021



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2017 – 2021 STRATEGIC PLAN



WHO WE ARE

- The Nation's foremost institute of Medical Research.
- Antecedent dates back to 1925 with the arrival of the Rockefeller Foundation Yellow Fever Commission to the West African Coast.
- Established by Act No. 5 of 1977.
- Headquarters located in Yaba, Lagos state.
- Carry out Health Research in Nigeria for national development.
- Collaborate with other similar institutions, locally and internationally.
- Have attracted some of the brightest and best brains in the country.



Vision

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

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.

Mandate

The mandate of the Institute under the enabling Act of 1977 is to conduct research into health problems in Nigeria with a focus on 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 co-operation 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

Core Values

Honesty

Integrity

Leadership

Excellence

Respect

Fairness,

Dignity

Teamwork

Innovation

Relevance

Handwork

Fair Reward & Recognition

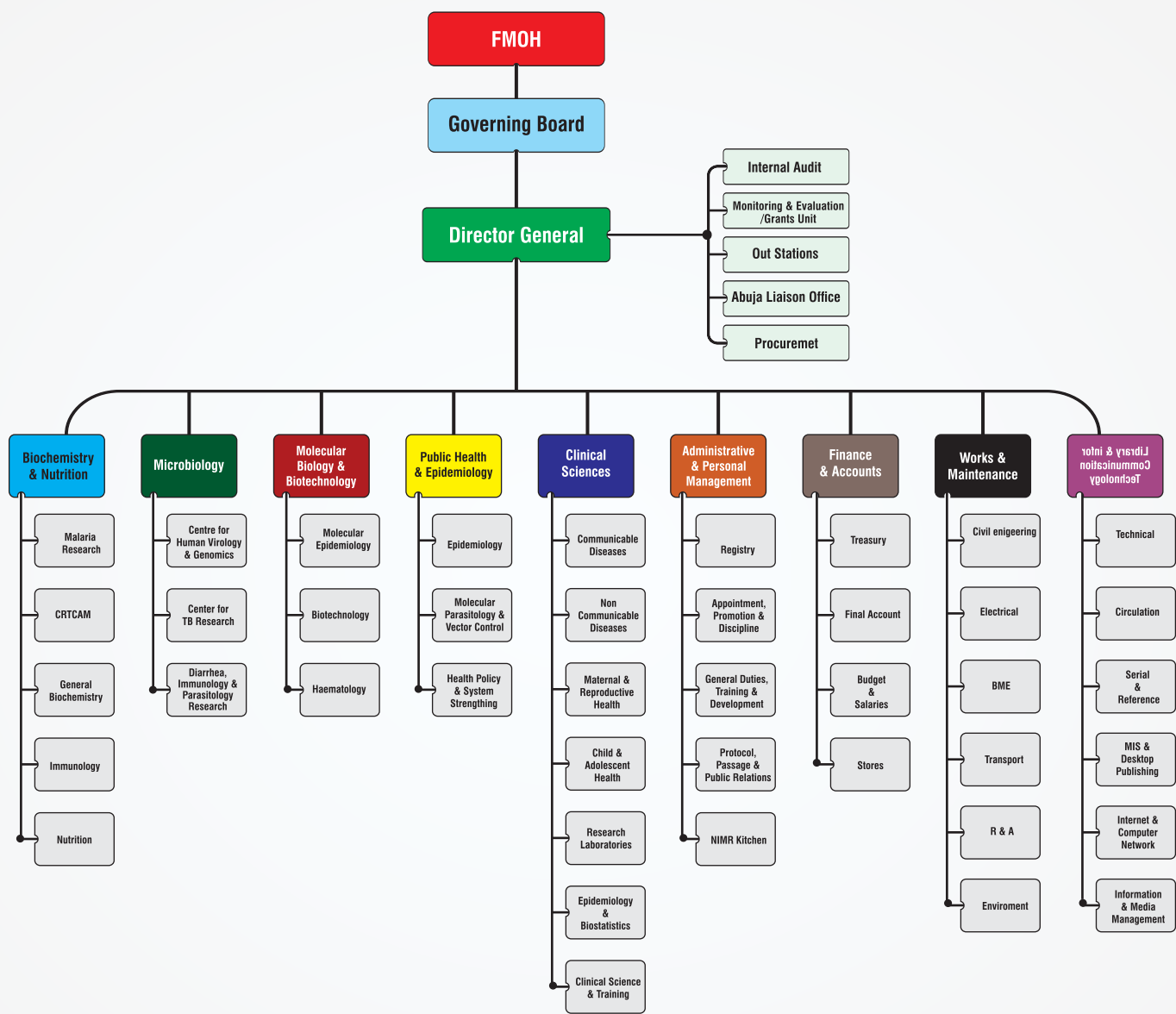
Accountability & Transparency

Communication:

- Internal & External

Equity

FIGURE 1: ORGANOGRAM



FOREWORD

The Nigerian Institute of Medical Research (NIMR) aims to remain at the frontline of research for health by maintaining its competitive advantage in the key areas of human and biomedical sciences. By successfully implementing the strategies outlined in this plan, NIMR is set to achieve its vision of health research excellence to meet the national health challenges of today and tomorrow and to achieve health equity nation-wide.

The Nigerian Institute of Medical Research (NIMR) established through the National Science and Technology Act of 1977 has evolved from the Rockefeller Foundation Yellow Fever Commission to the West African Coast in 1925. The Institute is a parastatal of the Federal Ministry of Health and remains the oldest Health Research Institute in Nigeria. The Institute's growing staff strength is yet to reach its required capacity to improve the delivery on its mandate.

This strategic plan is written by the entire membership of staff to guide them in their day-to-day activities as workers in the institute for the next five years. I therefore commend its use to all. Together we can achieve greater heights.

Professor Babatunde Lawal Salako

MBBS (Ib), FWACP, FRCP (Edin), FRCP (Lond), MNIM
Director General / CEO

THE PRINCIPAL OFFICERS OF INSTITUTE



Prof. Babatunde Lawal Salako
Director - General / CEO



Alh. A. S. Yunusazazzau
Director of Administration



Dr. (Mrs.) N. N. Odunukwe
Director of Research
(Clinical Sciences Division)



Mr. S. T. Abolarinwa
Deputy Director, HOD
(Library & Infor. Tech. Depart)



Eng. A. O. Adedeji
Deputy Director, HOD
(Works & Maintenance)



Mr. Y. Ogaji
Ag. Deputy Director, HOD
(Finance & Account)



Mrs. T. A. Malomo
Deputy Director
(Internal Audit)

OVERVIEW OF THE FIVE-YEAR **STRATEGIC PLAN** (2017-2021)

Introduction

The current management came in to being after the appointment of the Director General **Prof. Babatunde Lawal Salako** on 24th July, 2016. Following this, there was a need to provide a new strategic direction for the institute to improve the processes to achieve its mandate and reposition the institute for national development.

The following are the organizational SWOT analysis and identified thematic areas and objectives.



SWOT ANALYSIS AND IMPACTS

<div>S</div> <div>Strength</div>	Foremost Medical Research Institute in Nigeria	Well known to everyone.
	Human Capacity	Patronage from both international and country stakeholders
	Ability for national and international collaboration	Well trained researchers that can conduct innovative research
<div>W</div> <div>Weakness</div> <div>Internal</div>		Linkages that can fetch the institute funding
	Poor funding	Improve opportunities for training
		Reduces the institute's capacity to perform its functions and deliver on its mandate
	Inadequate Research Infrastructure	Cannot provide adequate evidence for policy
	Poor condition of service and high attrition rate of researchers	The institute cannot function optimally on its mandate
	Inappropriate placement of the Institute in terms of act of establishment	Inadequate capability to attract grants
<div>O</div> <div>Opportunity</div> <div>Positive</div>		The institute cannot attract significant external funding
	NIMR is strategically located	This has reduced research output
	Adjunct collaboration positions to Universities and Teaching Hospitals	Impacts on ability to attract grants
	Availability of Specialized Clinics & Laboratories	Lack of recognition by some international organizations
<div>T</div> <div>Threat</div> <div>Negative</div>		Seamless IT, Intern , MSc, PhD work placement
	Increasing number of universities and research institutions in the country and the sub-region	Increase National Collaboration
		Staff Career Fulfilment
	Increasing number of certified laboratories across the country	Improve collaboration
	Lack of regular electricity supply from the national grid	Improve internal funds
		Opportunities for specialized research
		Increasing competition for attention and funding from the government
		Increasing competition for grants from international donors and private sector
		Inability to access TETFUND for research
		Reduction in the Institute's opportunity for collaboration and patronage
		Use of alternative energy source
		Increase in running cost of institute's activities

THEMATIC AREAS AND STRATEGIC OBJECTIVES

S/N	THEMATIC AREA	STRATEGIC OBJECTIVES
1	Five year development plan	<ol style="list-style-type: none"> 1. Review previous strategic plan and identify gaps. 2. Develop, print and disseminate SP by first quarter of 2018. 3. Conduct a regular review of the strategic plan implementation.
2	Leadership and Governance	<ol style="list-style-type: none"> 1. Establish an institutional research advisory board. 2. Engage policy makers, lawmakers and stakeholders to review the Act that established the Institute. 3. Strengthen and maintain existing strategic partnerships, networks and collaborations.
3	Development of Human Resources required for Health Research	<ol style="list-style-type: none"> 1. Establish quarterly national grant writing workshops for researchers. 2. Improve number of grant applications submitted and being awarded including patents and innovations. 3. Increase research output 4. Facilitate adjunct positions for NIMR research staff in the Nigerian universities. 5. Pursue opportunities to collaborate with universities to award academic certificates and degrees. 6. Conduct periodic relevant training/workshops for research support staff. 7. Produce NIMR specific scheme of service, ensure approval by Head of Service and implementation in the institute. 8. Conduct yearly promotion exercises.
4	Infrastructural development to support human resources	<ol style="list-style-type: none"> 1. Create a state-of-the-art central laboratory accessible to all Researchers. 2. Establish a functional biorepository accessible to researchers in and outside NIMR. 3. Develop and implement SOPs for all laboratories and calibrate and maintain existing laboratory equipment. 4. Renovate and build new structures in tandem with the physical needs of the institute.
5	Strategic resource mobilization (finance/capital)	<ol style="list-style-type: none"> 1. Improve available opportunities for intramural funding and establish extra-mural funding to universities and other relevant Institutions yearly. 2. Strengthen Grants Management Unit to attract more funding. 3. Establish networks for private sector funding – NIMR Research Foundation 4. Lobby policy makers for increased budgetary allocation to, and appropriation for, research in subsequent years. 5. Explore possibilities of endowments

THEMATIC AREAS, STRATEGIC OBJECTIVES, ACTIVITIES, KEY PERFORMANCE INDICATORS AND TARGETS FOR 2017-2021

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS
1. Five year development plan	Strategic Objective 1.1 Review previous strategic plan and identify gaps.		
	1.1.1 Meet with staff and researchers to review the previous strategic plan	# of meetings held	2
	Strategic Objective 1.2 Develop, print and disseminate Strategic Plan (SP) by first quarter of 2018		
	1.2.1 Meet with staff and researchers on the development of strategic plan	# of meetings held	2
	1.2.2 Collation and validation meeting of strategic plan	# of meetings held	3
	1.2.3 Print and disseminate SP	Print Yes/No Disseminate Yes/No	Done by 1 st quarter 2018
	Strategic Objective 1.3 Conduct a regular review of the SP implementation		
	1.3.1 Annual review of strategic plan implementation	# of reviews done	5 reviews
2. Leadership and Governance	Strategic Objective 2.1 Establish an institutional research advisory board		
	2.1.1 Inaugurate membership of advisory board	Board Created Yes/No	
	2.1.2 Quarterly review of NIMR research activities, grants and other funding sources	Review done Yes/No	Every quarter
	Strategic Objective 2.2 Engage policy makers, lawmakers and stakeholders to review the Act that established the Institute.		
	2.2.1 Review of current Act by management and staff	Act reviewed Yes/No	3 rd quarter 2019
	2.2.2 Conduct advocacy visit to the leadership of the National Assembly and the Ministry of Health on approval of the Act.	# of advocacy visits to the Minister on the Act.	15 (3 per year)
	Strategic Objective 2.3 Strengthening and maintaining existing strategic partnerships, networks and collaborations		
	2.3.1 Evaluation of current networks and collaborations	Baseline number of current networks and collaboration	
	2.3.2 Develop competitive institutional MOUs and individual research proposal to attract international funding in the areas of national research priority	# of Institutional MOUs developed # of Individual proposal developed, submitted and funded	25 (5 yearly) 125 (25 yearly)
	2.3.3 Identify, categorize and establish new networks within and outside the country	# achieved	20 (4 yearly)
	2.3.4 Conduct training on activities to enhance collaborations nationally and globally E.g. Participation in publications in research oriented journals as editors	# of trainings done	20 (4 yearly)

3. Development of Human Resources required for health research	Strategic Objective 3.1 Establish quarterly national grant writing workshops for researchers		
	3.1.1 Develop national curriculum	Curriculum developed Yes/No	
	3.1.2 Conduct quarterly workshops / mentorship programs	#of workshops # of programs	Quarterly
	Strategic Objective 3.2 Improve number of grant applications submitted and being awarded including patents and innovations		
	3.2.1 Identify and maintain key guidelines and platforms that are requirements for accessing grants e.g. NIH, Wellcome trust, EDCTP, WANATEM, WHO TDR, World bank, TETFUND	# of platforms maintained	4 platforms yearly
	3.2.2 Create strategies for innovations within NIMR to generate patents for commercial and IGR purposes	# of Innovations in NIMR # of patents in NIMR # of sequences submitted to the Genbank	10 (2 yearly) 5 (1 Yearly) 250 (50 yearly)
	3.2.3 NIMR to approach companies, industries in the country to buy into research as a Corporate Social Responsibility.	# of companies	50 (10 yearly)
	Strategic Objective 3.3 Facilitate adjunct positions for NIMR research staff in the universities		
	3.3.1 Conduct advocacy visits to the universities for creation of adjunct positions for NIMR research staff in the Nigerian universities to establish collaboration	# of Universities creating adjunct positions # of adjunct positions created	4 10 Yearly
	Strategic Objective 3.4 Pursue opportunities to collaborate with universities to award academic certificates and degrees		
3.4.1 Develop and sign MoUs with interested universities	# of universities approached		
	Strategic Objective 3.5 Conduct periodic relevant training/workshops for research support staff		
	3.5.1 Develop training/workshop modules for research support staff 3.5.2 Conduct trainings/workshops for research support staff	# of training/workshop modules developed # of trainings/workshops conducted	
	Strategic Objective 3.6 Produce NIMR specific scheme of service, ensure approval by Head of Service and implementation in the institute.		
	3.6.1 Increase established staff position during review of scheme of service	# of new staff positions created	150 (30 yearly)
	3.6.2 Develop and ensure approval and disseminate NIMR scheme of service	Scheme of service developed Yes/No Scheme of service disseminate Yes/No	4 th quarter 2018
	3.6.3 Conduct in-service and external trainings for Researchers and Non-Research Staff	# of mass training # of specific training	20 (1 per quarter) 100 (20 per year)
	Strategic Objective 3.7 Conduct yearly promotion		
	3.7.1 Conduct timely yearly promotion exercises	# of promotion exercises conducted per year	5 (1 per year)

4. Infrastructural development to support the human resources	Strategic Objective 4.1 Create a state-of-the-art central laboratory accessible to all Researchers		
	4.1.1 Establish new central laboratory for research activities	Central lab established Yes/No	4 th quarter 2019
	Strategic Objective 4.2 Establish a functional biorepository accessible to researchers in and outside NIMR		
	4.2.1 Create calls to establish and maintain a National biorepository in NIMR	Grant awarded on biorepository Yes/No	4 th quarter 2018
	4.2.2 Upgrade and maintain NIMR cold room for both internal samples and commercial purpose	Cold room upgraded Yes/No	4 th quarter 2018
	Strategic Objective 4.3 Develop and implement SOPs for all laboratories and calibrate and maintain existing laboratory equipment		
	4.3.1 Create calls for proposals to develop and implement SOPs for all laboratories and laboratory equipment in NIMR	Grant awarded to develop SOPs Yes/No % of laboratories using S.O.Ps in the institute	3 rd quarter 2018
	4.3.2 Maintenance agreement signed for all NIMR laboratory equipment	# of equipment maintenance agreement signed	Yearly
	Strategic Objective 4.4 Renovate and build new structures in tandem with the physical needs of the institute		
	4.4.1 Extend Microbiology and Clinical Sciences Departments	Extension done Yes/No	4 th quarter 2019
	4.4.2 Completion of e-library	Completed Yes/No	4 th quarter 2020
	4.4.3 Renovate Abuja, Kanji, Maiduguri and Asaba buildings	Renovated Yes/No	4 th quarter 2019
	4.4.4 Build a new structure for the board room	New structure built Yes/No	4 th quarter 2019
	4.4.5 Build a new structure for the Maintenance Department	New structure built Yes/No	4 th quarter 2020
5. Strategic resource mobilization (finance/capital)	Strategic Objective 5. Improve available opportunities for intramural funding and establishment of extra-mural funding to universities and other relevant Institutions yearly		
	Explore possibilities of endowments		
	5.1.1 To provide intra-mural and extra-mural research funding in the areas of National Health Research priorities	# of intra-mural funding awarded # of extra-mural funding awarded	75 (15 yearly) 25 (5 yearly)
	Strategic Objective 5.2 Strengthen Grants Management Unit to attract more funding		
	5.2.1 Establishment of Grants Management office	Yes/No	3 rd quarter 2017
	5.2.2 Development of grants management guidelines	Yes/No	3 rd quarter 2018
	5.2.3 Training of Grants Management staff and researchers	# of trainings conducted	10 (2 yearly)

Strategic Objective 5.3 Establish network for private sector funding		
5.3.1 Establish a NIMR research foundation	Foundation established yes/no	
5.3.2 Create more opportunities for Corporate Marketing and Communications to generate IGR beyond current resources	# of new opportunities created	20 (4 yearly)
5.3.3 Create platforms for periodic interactions with relevant private sector	# of meetings	25 (5 yearly)
5.3.4 Strengthen partnership with HMOs	# of MOUs with HMOs	10 (2 yearly)
Strategic Objective 5.4 Lobby policy makers for increased budgetary allocation to, and appropriation for, research in subsequent years.		
5.4.1 Lobbying policy makers and the Ministry of Health	# of visit to policy makers and Ministry of Health % increase in budgetary appropriation	25 (5 visits yearly) 50% increase yearly
5.4.2 Visits to stakeholders for increased budgetary allocation	# of Visits done	20 (4 yearly)
5.4.3 Host stakeholders workshop on research funding in Nigeria	Stakeholders Meeting hosted Yes/No	3 rd quarter 2018
5.4.4 Increase areas of IGR	# of new areas for IGR	10 (2 yearly)
Strategic Objective 5.5 Explore possibilities of endowments		
5.5.1 Interface with the private sector to establish endowment fund	# visits to private sectors # of endowments	25 (5 visits yearly) 5 (1 visit yearly)





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