



NIGERIAN INSTITUTE  
OF MEDICAL RESEARCH

# STRATEGIC PLAN

2022 - 2026



NIMRNigeria



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NIGERIAN INSTITUTE OF MEDICAL RESEARCH

2022 – 2026

# STRATEGIC PLAN



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## **HAEDQUATER**

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## **BACKGROUND**

In 1920, it started as the West African Council of Medical Research (an affiliate of the MRC UK). It was tasked with the responsibility of conducting research into prevalent communicable and non-communicable diseases (NCD) as well as Neglected Tropical Diseases (NTDs) ravaging some parts of what later became Nigeria. The aim was to make the institute provide the requisite information, new knowledge, treatment guidelines and recommendations on how to prevent such diseases.

Today, Nigerian Institute of Medical Research (NIMR) is a reputable point of reference in basic, applied and operational research for the promotion of national health and development in Nigeria. NIMR has continue to plays a vital role in developing viable structures for the dissemination of research findings, and providing the enabling environment and modern facilities to improve health research and training in collaboration with the Federal and State ministries of health, universities, allied institutions and the organized private sector nationally and internationally.



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## FOREWORD

**T**he Nigerian Institute of Medical Research (NIMR), Yaba, Lagos is the apex medical research organization in the country charged with the responsibility to conduct research into diseases of public health importance.

NIMR is the oldest Research Institute in Nigeria, dating back to the arrival at Yaba of the British Yellow Fever Commission in the 1920<sup>s</sup>. It started as an affiliate of the Medical Research Council, United Kingdom (MRC-UK). Over the years, it has metamorphosed from the West African Council of Medical Research to Medical Research Council of Nigeria in 1960, National Institute for Medical Research in 1977 to Nigerian Institute of Medical Research in 1993.

The NIMR Strategic Plan (2022-2026) sets out the vision and strategies of the Institute for the next five (5) years. It seeks to build on the successes of the preceding Strategic Plan which formally terminated

in 2021. The Strategic Plan will enable the Institute to remain focused on its key mandate to improve the health status of Nigerians through quality research and development.

In the course of developing this strategic plan, four (4) meetings were held by the NIMR (2022-2026) Strategic Plan Committee and three (3) Town Hall Meetings. During the Town Hall Meetings, the Director-General, all Directors, Deputy Directors, Chiefs, Research Fellows, Union Chairmen and Secretaries were present with a view to allowing for input and ownership.

Consequently, a final draft copy of the Strategic Plan was developed and presented to the Institute Research Advisory Board for consideration. Thereafter, it was presented at a Town Hall Meeting during which it was adopted.

I, therefore, present this document to you as the NIMR (2022-2026) Strategic Plan which will guide our day-to-day activities in the Institute.



**Prof Babatunde Lawal Salako,**  
MBBS (Ib), FWACP, FRCP (Edin), FRCP (Lond), mnim, FNAMed, FAS.  
**Director-General/CEO**

## who we are

- The Nation's foremost Institute of Medical Research.
- Antecedent dates back to 1920s with the arrival of the Rockefeller Foundation Yellow Fever Commission to the West African Coast.
- We carry out health research in Nigeria to improve public health and national development.
- We collaborate with several institutions nationally and internationally to facilitate enabling environment for medical research.
- We maintain research collaboration/adjunct positions in national and International Universities.
- We disseminate research findings to informed policy, and influence medical practices and programmes.

## 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

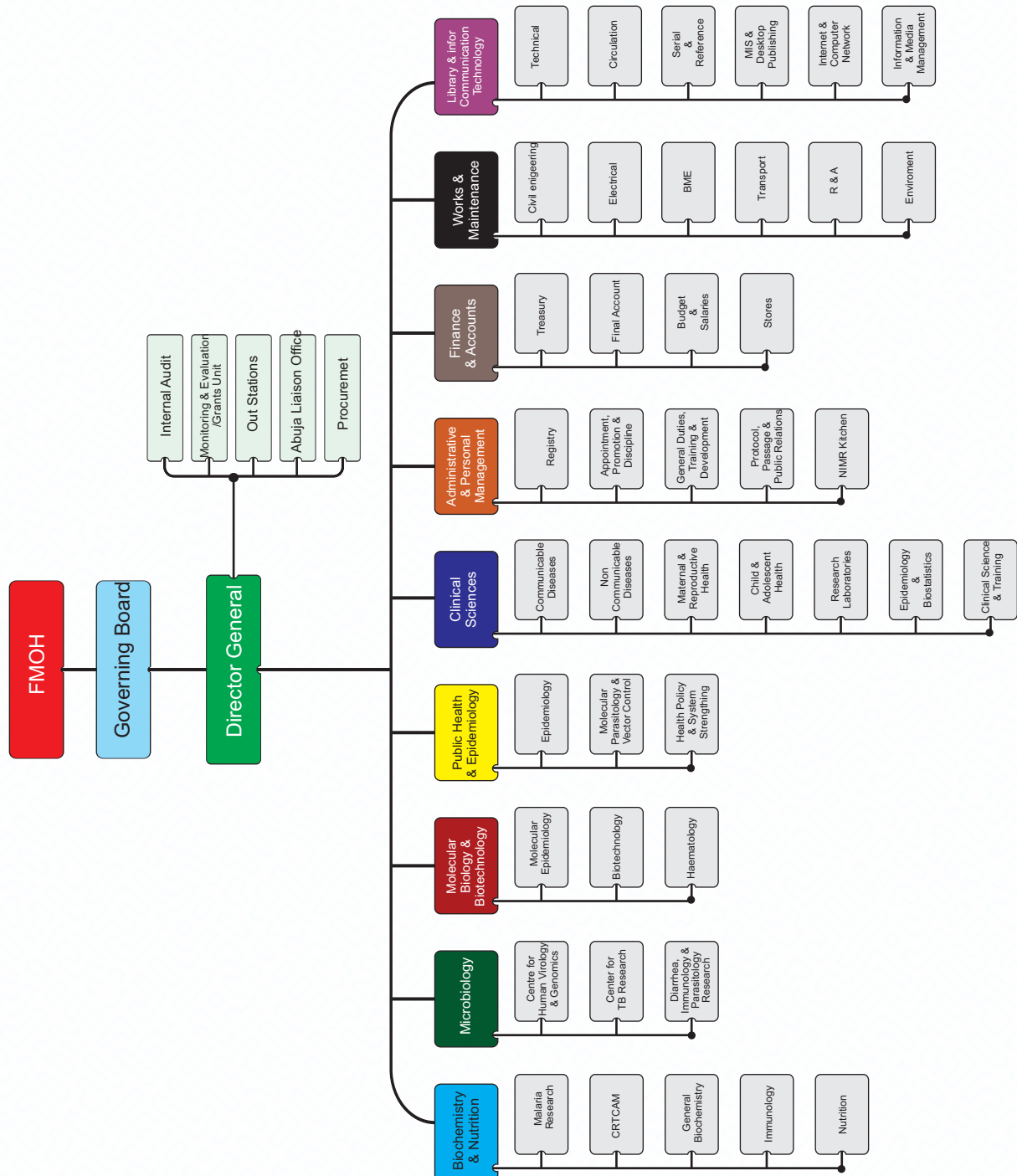
The mandate of the Institute under the enabling Act of 1977 is to conduct research into health problems in Nigeria with a focus on the following areas:

- Communicable and non-Communicable Diseases of Public Health importance 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 State's 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
- Hardwork
- Fair Reward & Recognition
- Accountability & Transparency
- Communication: Internal & External
- Equity

# ORGANIZATIONAL CHART







## NIMR RESEARCH PROGRAMS

- Malaria
- HIV/TB
- Clinical Trials
- Health System and Policy
- Neglected Tropical Diseases
- Immunology and Vaccinology
- Non-Communicable Diseases
- Maternal Reproductive and Child Health
- Emergency and Preparedness Response
- Emerging and Re-emerging Infectious Diseases
- Antimicrobial Resistance Surveillance and Genome Mining
- Natural Product Research and Development (Drug Discovery and Development)
- Artificial Intelligence and Data Mining in Disease prevention and Control
- Nutrition and Health

## NIMR INVENTIONS

- NIMR BIOTECH DNA Purification Kit
- NIMR BIOTECH RNA Extraction Kit suitable for COVID-19
- NIMR SARS-CoV-2 Isothermal Molecular Assay (SIMA)
- NIMR SARS-CoV-2 Detection Assay (SCODA)
- NimCure Mobile Application for Remote-Observed -Therapy for TB treatment management
- NIMR BIOTECH - Electrophoretic Machines for Haemoglobin Genotyping
- NIMR BIOTECH - Hematocrit Centrifuge
- NIMR BIOTECH - Biological Incubator
- NIMR BIOTECH - Laboratory fitted Oven





## RESEARCH FACILITIES AT NIMR

- HIV Treatment Centre, TB DOTs Clinic
- Malaria Tissue Culture & ARBOR Virus Tissue Culture Laboratory
- National Reference & ISO Accredited Laboratory in Centre for Human Virology & Genomic and Centre for Tuberculosis Research
- Biosafety Level 3 (BSL-3) Tuberculosis Laboratory
- Central Research Laboratory & Central Diagnostic Laboratory
- WHO Prequalification for Kits Testing Laboratory and HIV resistant
- Clinical Diagnostic Laboratory
- Molecular Epidemiology Laboratory
- Molecular Entomology & Vector Control Laboratory
- Molecular Parasitology Laboratory,
- Blood Genetics and Transfusion Research and SMART Centre
- Specialized Clinics @ Clinical Science Department
- Cancer Research Centre
- Modified Drive -Through COVID-19 Testing Centre
- Oligo Synthesizer Laboratory
- Food Safety Laboratory



# OVERVIEW OF THE FIVE-YEAR STRATEGIC PLAN **2022 – 2026**



## INTRODUCTION

**P**rior to the expiration of the 2017-2021 NIMR Strategic Plan, it has become necessary to develop a successor plan to enhance the successes recorded in the immediate past years. Consequently, the Director-General constituted a Committee saddled with the responsibility to come up with a five-year Strategic Plan for the period 2022-2026. The purpose is to reposition the Institute as an effective and efficient Research Institution for improved delivery of its mandate.



The 2022 - 2026 Strategic Plan documents is full of information and details of the Institute's blueprints for action in the next five years . It includes an examination of the organisation's current status and what the focus in the future will be. It includes the goals and objectives of the Institute's mandate, as well as the strategies it will adopt to achieve them. Above are the organisational SWOT analysis and identified thematic areas and objectives:

# STRATEGIC PLAN **2022 – 2026**

## SWOT ANALYSIS AND IMPACTS

 <b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>▪ Foremost Medical Research Institute in Nigeria.</li> <li>▪ Human Capacity Resource</li> <li>▪ Ability to attract national and international collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Well known to everyone</li> <li>▪ Patronage from both international and country stakeholders</li> <li>▪ Well trained researchers that can conduct innovative research.</li> <li>▪ Linkages that can fetch the Institute funding.</li> <li>▪ Improve opportunities for training.</li> </ul>
 <b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>▪ Poor Funding.</li> <li>▪ Inadequate Research Infrastructure.</li> <li>▪ Poor condition of service and high attrition rate of researchers.</li> <li>▪ Inappropriate placement of the Institute in terms of Act of Establishment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduces the Institute capacity to perform its functions and deliver on its mandate.</li> <li>▪ Cannot provide adequate evidence for policy.</li> <li>▪ The Institute cannot function optimally on its mandate.</li> <li>▪ The Institute cannot attract significant external funding.</li> <li>▪ This has reduced research output.</li> <li>▪ Impacts on ability to attract grants.</li> <li>▪ Lack of recognition by some international organisations.</li> </ul>



 <b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>▪ NIMR is strategically located.</li> <li>▪ Adjunct positions in Universities and Teaching Hospitals.</li> <li>▪ Availability of Specialized Clinics &amp; Laboratories.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seamless IT, Intern, MSc., PhD work placement.</li> <li>▪ Increase National Collaboration.</li> <li>▪ Staff career fulfillment.</li> <li>▪ Improved international collaborations.</li> <li>▪ Improved internal funds.</li> <li>▪ Opportunities for specialized research.</li> </ul>
 <b>THREATS</b>	<ul style="list-style-type: none"> <li>▪ Increasing number of universities and research institutions in the country and the sub-region.</li> <li>▪ Increasing number of certified laboratories across the country.</li> <li>▪ Lack of regular electricity supply from the national grid.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing competition for attention and funding from the government.</li> <li>▪ Increasing competition for grants from international donors and private sector.</li> <li>▪ Inability to access TETFUND for research.</li> <li>▪ Reduction in the Institute's opportunities for collaboration and patronage.</li> <li>▪ Use of alternative energy source increase in running cost of Institute's activities.</li> </ul>

## THEMATIC AREAS AND STRATEGIC OBJECTIVES FOR 2022–2026

THEMATIC AREAS	STRATEGIC OBJECTIVES
<b>1</b>  Governance	1. Review 2017-2021 strategic plan, identify gaps, challenges, and way forward.
	2. Develop, print, and disseminate strategic plan for 2022-2026.
	3. Conduct annual evaluation of the strategic plan implementation.
	4. Advocate for policy and political support for uptake and commercialization of research products.
	5. Engage policy and law makers to review the Act that established the Institute.
	6. Strengthen and foster new strategic partnerships, networks, and collaborations.
	7. Develop research, operational and administrative policy frameworks.
	8. Advocate for increased budgetary allocation and appropriation for research.
<b>2</b>  Health Research for National Development	1. Determine research focus in line with national health research priority.
	2. Strengthen translational research and clinical trials.
	3. Establish and maintain quality improvement system for all laboratories in the Institute.
	4. Ensure ethical research compliance and highest standard of health research.
	5. Establish functional digital library to support research.
	6. Disseminate information on research outputs.

THEMATIC AREAS	STRATEGIC OBJECTIVES
<b>3</b>  Resource support for Health Research and Development	1. Strengthen the annual national grant writing workshop.
	2. Improve number of Direct Grant Awards.
	3. Increase adjunct positions for NIMR research staff in Nigerian universities and Internationally.
	4. Finalize specific schemes of service for the Institute and ensure approval by Head of Service.
	5. Conduct annual promotion exercise.
	6. Conduct annual needs assessment and strengthen human capacity for research.
	7. Equip and maintain the Central Research Laboratory to international standard.
	8. Renovate, maintain, and build new structures in tandem with the physical needs of the Institute.
	9. Increase annual intramural and extramural research fundings.
	10. Strengthen the Grant Management Unit to deliver on its mandate.
	11. Maintain networks for public - private partnerships and explore possibilities for research endowments.
<b>4</b>  Research Innovation and Entrepreneurship	1. Strengthen Research, Innovation and Product Development (RIND) Unit to be more responsive to research.
	2. Strengthen Corporate Marketing and Communication Unit (CM&CU) to increase Internally Generated Revenue (IGR).



## THEMATIC AREAS, STRATEGIC OBJECTIVES, ACTIVITIES, KEY PERFORMANCE INDICATORS

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Governance	<b>Strategic Objective 1.1 Review 2017-2021 strategic plan, identify gaps, challenges and way forward.</b>			
	1.1.1 Set up a committee to review the 2017-2021 strategic plan.	# of meetings held	10	2021
	1.1.2 Identify gaps and challenges in the 2017-2021 strategic plan.	# of review meetings held (3 general and 2 Sub-committee)	5	2021
	1.1.3 Meet with staff and request for inputs from Departments/Units on the development of 2022 - 2026 strategic plan.	# of town-hall meetings held	2	2021
	<b>Strategic Objective 1.2 Develop, print and disseminate strategic plan for 2022 - 2026</b>			
	1.2.1 Develop a draft of the strategic plan based on the inputs from members of staff at the town-hall meetings.	# of town-hall meetings held	3	2nd quarter 2021
	1.2.2 Present draft to the Advisory Board for input.	Input received (Yes/No)	Yes	
	1.2.3 Present the draft to staff for final review and validation.	Validation meeting held (Yes/No)	1	
	1.2.4 Print and disseminate approved strategic plan.	Printed (Yes/No) Disseminated (Yes/No)	Yes	3rd quarter 2021
	<b>Strategic Objective 1.3 Conduct annual evaluation of the strategic plan implementation.</b>			
	1.3.1 Develop monitoring and evaluation tools to assess progress in the implementation of strategic plan.	M&E tools developed (yes/no)		3rd quarter 2021
	1.3.2 Departments/Units/Centres to conduct bi-annual review and submit to Monitoring and Evaluation Unit.	% of Departments/ Units/ Centres that submitted bi-annual review report.	100%	2nd & 4th Quarters
	1.3.3 Monitoring and Evaluation Unit to assess Departments/Units/Centres submissions and present progress report at the NIMR Annual Retreat.	% of Departments/ Units/ Centres that submitted end of year progress report	100%	4th quarter 2022
		Progress reports presented at annual retreat (yes/no)	Yes	4th quarter 2022

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Governance	<b>Strategic Objective 1.4 Advocate for policy and political support for uptake and commercialization of research products.</b>			
	1.4.1 Develop advocacy document for uptake and commercialization of research products.	Advocacy document developed and distributed (yes/no)	Yes (100 Copies)	2nd Qtr 2022
	1.4.2 Engage stakeholders and disseminate information on innovation and other research products.	# of Meetings on Innovation & Research products	5	yearly
	<b>Strategic Objective 1.5 Engage policy and law makers to review the Act that established the Institute.</b>			
	1.5.1 Review the current Act by the Management.	Act reviewed (Yes/No)	Enactment of new NIMR Act	1st quarter 2022
	1.5.2 Conduct advocacy visits to the leadership of the National Assembly and the Federal Ministry of Health for approval of the Act.	# of advocacy visits	2	
		Approval of New Act (Yes/No)		
	<b>Strategic Objective 1.6 Strengthen and foster new strategic partnerships, networks and collaborations.</b>			
	1.6.1 Review and consolidate existing partnerships, networks and collaborations.	# of review meetings held	6	
	1.6.2 Establish new public-private partnership.	# of new partnerships established	50	10 yearly
	<b>Strategic Objective 1.7 Develop research, operational and administrative policy frameworks.</b>			
	1.7.1 Review existing policies and identify gaps and needs.	Policies reviewed (Yes/No)		3rd quarter 2021
	1.7.2 Prioritize and develop new policies.	# of new policies reviewed.	15	3 yearly
	<b>Strategic Objective 1.8 Advocate for increased budgetary allocation and appropriation for research.</b>			
	1.8.1 Identify relevant stakeholders to facilitate improved budgetary allocation.	# of Stakeholders identified	5	As need arises
	1.8.2 Develop policy briefs for National Development.	# of policy briefs developed	25	5 yearly
	1.8.3 Pay advocacy visit to policy makers and other relevant stakeholders.	# of advocacy visits	15	3 yearly

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Health Research for National Development	<b>Strategic Objective 2.1 Determine research focus in line with national health research priority.</b>			
	2.1.1 Scientific Committee to identify current National Health priorities in line with NIMR Mandate.	Current National Health priorities identified (yes/no)	Yes	1st Quarter 2022
	2.1.2 Advertise NIMR calls based on identified priorities of National Health Research.	NIMR calls advertised (yes /no)	Yes	1 per year
	<b>Strategic Objective 2.2 Strengthen translational research and clinical trials.</b>			
	2.2.1 Review on-going projects on translational research and clinical trials.	Review conducted (yes/no)	Yes	Every quarter
	2.2.2 Identify and address the challenges and needs.	Addressed (yes/no)	Yes	Every quarter
	2.2.3 Create Clinical Trials Coordinating Unit	Unit created (yes/no)	Yes	
		# of clinical trials conducted	5	1st Quarter 2022
		# of patents and innovation products produced and	5	1st Quarter 2022
	<b>Strategic Objective 2.3 Establish and maintain quality improvement system for all laboratories in the Institute.</b>			
	2.3.1 Conduct quality improvement system assessment of laboratories.	Assessment conducted (yes/no)	Yes	Yearly
	2.3.2 Train laboratory personnel in the gaps identified.	# of trainings	10	2 yearly
	2.3.3 Establish quality improvement systems for laboratories.	# of laboratories with quality improvement systems practiced	10	2 yearly
	<b>Strategic Objective 2.4 Ensure ethical research compliance and highest standard of health research.</b>			
	2.4.1 Renew registration with National Health Research Ethics Committee every 3 years.	NIMR-IRB Registration Renewed (yes/no)	Yes	Every 3 yrs
	2.4.2 Conduct statutory IRB meetings annually.	# of meetings	30	6 yearly
	2.4.3 Conduct annual ethics trainings.	# of trainings	10	2 yearly



THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Health Research for National Development	<b>Strategic Objective 2.5 Establish functional digital Library to support research.</b>			
	2.5.1 Acquire and implement digital library management system.	Implementation of Digital Library System	Achieved (Yes/no)	1st and 2nd Quarter
	2.5.2 Conduct User's needs assessment	User's need assessment conducted	Achieved (Yes/no)	2nd quarter 2022
	2.5.3 Subscribe to relevant biomedical resources.	# of subscriptions	Achieved (Yes/no)	3rd Quarter 2022
	2.5.4 Acquire ICT equipment (such as Desktop Computers, Laptops, Servers Systems, Industrial Digital Scanners, Radios/Switches, Cables, E-Conference Facilities etc)	# of ICT equipments acquired	Achieved (Yes/no)	3rd and 4th Quarter 2022
	2.5.5 Convert existing hard copy documents into digital surrogates.	% of hardcopy documents converted to digital surrogates	Achieved (Yes/no)	1st Quarter 2023
	2.5.6 Adoption of electronic communication channels and system in the workplace (e.g use of institutional E-mails, Social Media Platforms, etc)	% of staff that adopted electronic communication channels and systems in the workplace	Achieved (Yes/no)	1st Quarter 2022
	<b>Strategic Objective 2.6 Disseminate information on research outputs.</b>			
	2.6.1 Strengthen the Editorial Board of Nigerian Journal of Clinical and Biomedical Research (NJCBR).	Editorial Board reconstituted (yes/no)		
	2.6.2 Index NJCBR journal irrelevant biomedical database.	Journal indexed (yes/no)		
	2.6.3 Establish a functional Public Relations Unit (PRU).	PRU established (yes/no)		
	2.6.4 Dissemination of NIMR research output through conferences, seminars, workshops, electronic, print and social media.	Achieved (yes/no)		

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Resource Support for Health and Development	<b>Strategic Objective 3.1 Strengthen the annual national grant writing workshop.</b>			
	3.1.1 Allocate funds for the workshop.	Funds allocated (yes/no)		
	3.1.2 Conduct bi-annual workshops/mentorship programmes.	# of workshops/mentorship programmes conducted	10	2 yearly
	<b>Strategic Objective 3.2 Improve number of Direct Grant Awards.</b>			
	3.2.1 Review current status of award.	Reviewed (yes/no)		4 platforms
	3.2.2 Identify and maintain key guidelines and platforms required for accessing grants.	# of platform maintained	20 platforms	yearly
	3.2.3 Develop and submit external grant proposals	# of proposals	100	20 yearly
	<b>Strategic Objective 3.3 Increase adjunct positions for NIMR research staff in Nigerian universities and Internationally.</b>			
	3.3.1 Review current status and identify challenges with the adjunct positions	Reviewed (yes/no)		
	3.3.2 Pursue more opportunities for collaboration with more Universities and allied Institutions.	# of new MOU and appointments of adjunct positions	15	3 yearly
	<b>Strategic Objective 3.4 Finalize specific schemes of service for the Institute and ensure approval by Head of Service.</b>			
	3.4.1 Follow-up on approval of the draft schemes of service.	Follow up done (yes/no)		
	3.4.2 Implement the approved schemes of service.	Implementation done(yes/no)		
	<b>Strategic Objective 3.5 Conduct annual promotion exercise.</b>			
	3.5.1 Obtain Establishment positions from OHCSF.	# of positions created		
	3.5.2 Conduct annual promotion and conversion exercises.	# of promotion & conversion exercises done	5	1 per year

THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Resource Support for Health and Development	<b>Strategic Objective 3.6 Conduct annual needs assessment and strengthen human capacity for research.</b>			
	3.6.1 Review and conduct annual training needs assessment.	Review done (yes/no) Assessment done (yes/no)		
	3.6.2 Conduct relevant trainings for staff of the Institute.	# of trainings	100	20 per year
	<b>Strategic Objective 3.7 Equip and maintain the Central Research Laboratory to international standard.</b>			
	3.7.1 Update SOPs for laboratory quality assurance.	# of SOP's updated	25	5 yearly
	3.7.2 Strengthen the laboratories towards obtaining international certifications.	# of certifications obtained	25	5 yearly
	3.7.3 Train and retrain laboratory staff.	# of staff trained	50	10 yearly
	<b>Strategic Objective 3.8 Renovate, maintain and build new structures in tandem with the physical needs of the Institute.</b>			
	3.8.1 Review and conduct infrastructural needs assessment.	Review done (yes/no) Assessment done (yes/no)		
	3.8.2 Complete E-Library building.	E-Library completed (yes/no)		1st quarter 2022
	3.8.3 Build new structures for the Board Room and Maintenance Department	Erection of Board Room and Maintenance Department (yes/no)		
	3.8.4 Build a bio-bank facility	Bio-bank built (yes/no)		
	3.8.5 Build 10-bedded clinical trial facility	Facility built (yes/no)		
	<b>Strategic Objective 3.9 Increase annual intramural and extramural research fundings.</b>			
	3.9.1 Review current status.	Review done (yes/no)		
	3.9.2 Earmark additional funds for annual intramural and extramural research	# of annual intramural and extramural grant awards		
	3.9.3 Ensure at least 50% of yearly budget spent on research	% of budget spent on research		



THEMATIC AREAS	ACTIVITIES	KEY PERFORMANCE INDICATORS	TARGETS	TIMELINE
Resource Support for Health and Development	<b>Strategic Objective 3.10 Strengthen the Grant Management Unit to deliver on its mandate.</b>			
	3.10.1 Recruit qualified manpower.	# of persons recruited	5	
	3.10.2 Train the staff on Grant Management.	# of trainings	Quarterly	
	3.10.3 Digitalize the grant management system	Digitalization done(Yes/No)		
	<b>Strategic Objective 3.11 Maintain networks for public - private partnerships and explore possibilities for research endowments.</b>			
	3.11.1 Establish NIMR Research Foundation.	Established (yes/no)		
	3.11.2 Develop proposals and frameworks for partnership	# of proposals	25	5 yearly
	3.11.3 Plan and organise meetings,discussion or visits to relevant private sector.	# of meetings/visits	25	5 yearly
Research Innovation and Entrepreneurship	<b>Strategic Objective 4.1 Strengthen Research, Innovation and Product Development (RIND) Unit to be more responsive to research.</b>			
	4.2.1 Identify gaps and provide solutions in medical diagnostics,drugs and vaccines research and development.	Gaps identified (yes/no) Solutions provided (yes/no)		
	4.2.2 Provide grants to support innovation.	Grant provided (yes/no) channels created (yes/no)	20	4 yearly
	4.2.3 Establish patent office and create channels for research products commercialization.	Established patent office (yes/no)		
	4.2.4 Explore opportunities to interface with private sector as well as Federal Ministry of Science and Technology.	# of opportunities created	20	4 yearly
	<b>Strategic Objective 4.2 Strengthen Corporate Marketing and Communication Unit (CM&amp;CU) to increase Internally Generated Revenue (IGR).</b>			
	4.3.1 Enhance the marketing potentials of CM&CU through relevant training of staff.	# of staff trained	25	5 yearly
	4.3.2 Explore alternative sources of Internally Generated Revenue (IGR) via product sales and royalties.	# of new IGR ventures or opportunities	10	2 yearly
		# of alternative source	5	2 yearly

## **APPENDIX: ACRONYMS**

CM&CU	-	Corporate Marketing and Communication Unit
E-Library	-	Electronic Library
ICT	-	Information and Communication Technology
IGR	-	Internally Generated Revenue
IRB	-	Institutional Review Board
M & E	-	Monitoring and Evaluation
MOU	-	Memorandum of Understanding
MRC-UK	-	Medical Research Council, United Kingdom
NIMR	-	Nigerian Institute of Medical Research
NJCBR	-	Nigerian Journal of Clinical and Biomedical Research
OHCSF	-	Office of the Head of Civil Service of the Federation
FPRU	-	Functional Public Relations Unit
RIND	-	Research, Innovation and Product Development
SOPs	-	Standard Operating Procedures
SWOT	-	Strength, Weakness, Opportunity and Threat
TETFUND	-	Tertiary Education Trust Fund



## APPENDIX II: ACRONYMS



Medical E-library and Administrative Complex



10 Bed Hospital



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