

Final draft: 15 January 2010



## ***National Health Research Strategic Plan***

***Research to protect and improve health***

***Department of State for Health & Social Welfare  
The Gambia***

***2010 - 2014***

<b>Contents</b>	<b>Page</b>
Foreword_by the Minister of Health & Social Welfare	3
Acknowledgements	4
Acronyms	5
Background and Introduction	
Vision, Mission, Goal and objectives	6
Process of developing the National Health Research Strategic Plan	
Underlying principles of the National Health Research Strategic Plan	8
Strategies for health research governance	12
Strategies for participatory health research planning and priority setting mechanisms	15
Strategies for disseminating and using health research findings.	17
Strategies for strengthening institutional and human resource capacity in health research.	19
Strategies to establish systematic procedures for building and maintaining public and private research partners nationally and internationally	21
Strategies for health research financing	23

Final draft: 15 January 2010

Annexes

25

Final draft: 15 January 2010

## **Foreword by the Minister of Health & Social Welfare**

## **Acknowledgements**

In 2009, the National Task Force set up by the Ministry of Health & Social Welfare spearheaded the development of this National Health Research Strategic Plan.

The National Task Force is indebted to WHO, The Gambia and DBL – Centre for Health Research and Development, University of Copenhagen for their technical input and financial support. We would like to thank all stakeholders who were consulted during the process of finalising this Strategic Plan for their contributions.

## **Acronyms**

CSO	Civil Society Organisation
MoH&SW	Ministry of Health and Social Welfare
MRC	Medical Research Council
NEC	National Ethics Committee
NGO	Non-Governmental Organisation
NHRC	National Health Research Council
NSC	National Scientific Committee
RVTH	Royal Victoria Teaching Hospital
SCC	Scientific Coordinating Committee
TANGO	The Association of NGOs
WHO	World Health Organisation

## **Background and Introduction**

In 2005, the Ministry of Health and Social Welfare (MoH&SW) embarked on the process of developing a National Health Research Policy to facilitate the promotion, coordination, and conduct of research for evidence based decision making to improve health outcomes to meet the developmental needs of the population. The need for change was prompted by two reasons.

First, the health sector is experiencing changing trends in disease epidemiology; persistent low uptake of efficacious interventions despite widespread knowledge of the benefits of these interventions; and persistent poor health outcomes for a substantial number of people. The Ministry recognised that to further improve health outcomes there is a need to use objective data and information to guide decision-making within the health system.

Second, the important contribution of social sector issues such as water, sanitation and household food security to ill health is now increasingly becoming an issue both locally and internationally. As a result, countries are moving away from the traditional paradigm of health research that largely focuses on biomedical research towards adopting a broader health research perspective, research for health, which includes cross-sectoral determinants of health, health inequities and health-related developmental issues.

Furthermore, there is increasing recognition that countries need to take control of their own research given the important role played by contextual issues:

*"Each country needs to be able to generate knowledge relevant to its own situation, to allow it to determine its particular health problems, appraise the measures available for dealing with them, and choose the actions likely to produce the greatest improvement in health. This should not be seen as the exclusive preserve of universities or*

*research councils, but equally of health/public services, non-governmental organizations, etc."*<sup>1</sup>

The National Health Research Policy, 2010-2014, finalised in 2008, is the outcome of a participatory and consultative process. The Vision, Mission, Goal and objectives of the Policy described below aim to assist the development and implementation of a sound health research system that is responsive to national health concerns.

### **Vision, Mission, Goal and objectives**

#### **Vision:**

A Gambian population with equal access to quality health services.

#### **Mission:**

To guide the development of a national health research system that is responsive to the health information needs of the country and provides evidence based high quality, timely information for effective planning, implementation, monitoring and evaluation of health services in The Gambia

#### **Goal:**

To establish an effective, credible and sustainable health research system in The Gambia based on sound ethical principles.

#### **Objectives:**

1. To establish structures for health research governance
2. To establish participatory health research planning and priority setting mechanisms
3. To establish mechanisms for dissemination and utilisation of health research findings

---

<sup>1</sup> Source: Butler P: **Health research for development: the continuing challenge. A discussion paper.** *International Conference on Health Research for Development, Bangkok* [<http://www.bamako2008.org/images/document/en/discussionpaper.pdf>]. 10–13 October 2000



4. To strengthen institutional and human resource capacity in health research in government and non-government sectors
5. To establish systematic procedures for attracting and maintaining public and private research partnerships nationally and internationally
6. To establish accountable and transparent mechanisms for attracting and managing funding for health research

### **Process of developing the National Health Research Strategic Plan**

The development of this National Health Research Strategic Plan was spearheaded by the National Health Research Task Force. The task force was set up in 2008 to spearhead the development of the National Health Research Policy, 2010-2014 and comprised representatives from the public, private, academia, and non-governmental sectors. . To ensure widespread ownership of the process of developing a strategic plan for health research an initial draft strategy developed by the Ministry of Health in 2006 was reviewed by the members of the task force.

The comments of the task force were used to upgrade and revise the draft National Health Strategic Plan. Briefings were held with key stakeholders during [month, year] to explain and discuss the contents of the health research policy and strategy. This was followed by a validation meeting held in [month, year] to solicit more comments from a wider and diverse group of stakeholders. Further comments were used to finalise the document in [month, year] before the widespread dissemination of the full-text draft of the National Health Research Strategic Plan.

## **Underlying principles of the National Health Research Strategic Plan**

The guiding principles of this *National Health Research Strategic Plan* have been harmonised with those in the National Health Policy, “*Health is Wealth*”, 2007-2020 and the National Health Research Policy, “*Research to protect and improve health*”, 2010-2014. These are outlined in the following:

**Equity** [this paragraph is focussing on equity aspects of knowledge to be generated through research; what about equity in/of the research process itself?]

Health research activities will be conducted to generate knowledge to facilitate the accessibility and affordability of quality services at point of demand especially for women, children, the marginalised and the underserved, irrespective of political, national, ethnic or religious affiliations. The research process will be undertaken Health research findings will be used to guide the rational expansion of health services.

### ***Gender balance***

The planning and implementation of all health research activities should address gender sensitive and responsive issues including equal involvement of men and women in decision-making, elimination of obstacles (barriers) to services utilisation and prevention of gender based violence.

### ***Ethics and standards***

Respect for human dignity, rights, confidentiality; good management practices and quality assurance will underpin all research activities. Research will be conducted in line with international principles as formulated in the Declaration of Helsinki and the Belmont Report.

### ***Cultural identity***

Research procedures and processes will be informed by respect for and recognition of local values, traditions and structures.

### *Partnerships*

The active involvement of the private sector, Non-Governmental Organisation (NGOs), local government authorities, civil society and communities in the research process will be promoted. An emerging global development is the engagement of Civil Society Organisations (CSO) in Research for Health. CSOs can contribute in many ways in research for health. They can drive, participate in and conduct research that embraces health in its broadest sense, including the determinants of health and health-related inequities; can hold all stakeholders accountable for the commitments they make towards research for health; can increase the skills and capacity of local actors, enabling them to respond effectively to national and international priorities and demands; provide missing viewpoints and cultural perspectives to research for health; translate research for health into action for health; and disseminate research findings to a wide audience of stakeholders in health using more accessible and most appropriate formats such as stories and narratives

## Objective 1: To establish structures for health research governance

### ***Description of current situation.***

#### **Scientific review committees:**

Three bodies that undertake scientific review of health research proposals in the country are the Research and Publications Committee (RePubliC) at the University of The Gambia, the Medical Research Council (MRC) Scientific Coordinating Committee (SCC) and the Scientific and Ethics Committees at the RVTH.

RePubliC reviews the scientific merit of research proposals submitted by staff of the University and partners. The MRC SCC conducts scientific review of research grants and projects undertaken by the MRC, external collaborating partners and selected in-country partners. The SCC consists of MRC staff members and two representatives of the Government of The Gambia.

The mandate of the Scientific and Ethics Committees at the Royal Victoria Teaching Hospital (RVTH), the Research and Publications Committee of the University of The Gambia and the SCC of MRC is to review research proposals for scientific rigour. This involves critically discussing and

determining the scientific merits of projects proposals; providing technical advice to investigators; assessing staffing and budgetary planning needs of projects and providing technical advice when needed to researchers.

However, the oversight role of these committees is limited. A significant number of research activities, mainly operational research studies, qualitative studies and programme reviews relevant to the health sector, are conducted without prior review by the Scientific Committees of either the University or MRC. There is no legal framework to guide the functioning of committees in either the public or non-governmental sectors.

#### **Ethical review committees:**

Ethical review of research proposals is conducted by two committees. The Ethics Committee at the RVTH conducts an ethical review of research proposals to be conducted in the Teaching hospital. Second, the Gambia Government/MRC Joint Ethics Committee was set up to ensure that research activities are conducted in line with established international ethical principles and

standards. The role of the committee has evolved since its establishment. The membership consists of representatives of the MRC, The Gambia Government and laypersons in conformity with International standards. The Gambia Government/MRC Joint Ethics Committee, which meets monthly, is responsible for the ethical review of proposed research projects submitted to the MRC SCC. This includes ensuring that study protocols conform to bioethics of research; evaluating health and safety provisions made in the proposal, assessing any potential risks involved; protecting the interest of study participants and seeking expert opinion, where necessary to inform the ethical review process. The power of the Committee is limited as it has no legal mandate to enforce its decisions.

### **Strategies for health research governance**

#### **Strategy**

**Integrate existing structures into a single autonomous national body, the National Health Research Council**

This national body, the National Health Research Council - temporarily established as the National Health Research Committee - will serve as the primary coordinating body to provide oversight for the implementation of the National Health Research Policy and leadership in national health research.

The National Health Research Council will be autonomous. It will be hosted by the MoH&SW and will receive a subvention from the Government of The Gambia.

Fifteen to twenty representatives will serve on the council. These shall come from both Government and non-Government institutions involved in health research and have competencies in the following disciplines:

- Epidemiology
- Clinical science
- Basic science
- Social science
- Operational research
- Health Planning
- Biostatistics
- Health Economics
- Data management
- Ethics in Health Research
- Communication
- Capacity building
- Law

## Policy Expert

Community development

Co-opted competencies as needed

The Council will be responsible for the following: coordinating the scientific and ethical review of research proposals submitted by local and external researchers; overseeing priority setting processes for research for health based on the National Health Policy, 2010-2014; developing guidelines for capacity building in research for health; organising meetings/conferences, facilitating the dissemination and use of research findings; advocating for research for health in the country; elaborating and updating a communication strategy; identifying and forging links with relevant partners; securing funds locally and externally for health research activities; overseeing the implementation of the research strategic plan; monitoring and evaluating research activities

The leadership of the council will comprise a Chairman, Vice Chairman, Secretary, Treasurer and Communications Advisor. These positions will be rotational and will be selected by members of the council based on the constitution of the council.

A secretariat will be set up to support the effective running of the council. It will have administrative staff.

The Council will set up one committee for the scientific and ethical review of proposals submitted to the Council. This is the National Scientific & Ethics Committee (NSEC). The members of this committee will be appointed by the Council from in-country experts. The NSEC will review and provide scientific and ethical approval for all proposals submitted by research institutions and researchers.

Three sub-committees will be set up to identify partnerships and oversee the finances of the council (Partnership and Finance Committee); to oversee health research planning, human resources and priority setting (Planning and Priority Setting Committee) and to oversee use and dissemination of research findings undertaken by the council (Communications Committee). The members of the sub-committees will be selected from the membership of the council.

## **Specific activities**

- Set up National Health Research Council and its secretariat
- Set up sub-committees of the National Health Research Council
- Establish National Scientific and Ethics Committee.
- Develop standard operating procedures (SOPs) and a work programme for the National Health Research Council

## **Strategy**

### **Secure a legal mandate for the National Health Research Council**

An Act of Parliament will be enacted to ensure the legality of decisions made by the Council.

## **Specific activities**

- Develop Act to legalise the mandate of the National Health Research Council.
- Enact the Act in Parliament

## **Strategic Targets**

### **By end of Year 2:**

- A National Health Research Council established. [or enacted?]

### **By end of Year 5:**

- National Health Research Council fully responsible for health research governance activities enacted.

The National Health Research Council established under this objective will have overall responsibility for promoting, coordinating, implementing, monitoring and evaluating activities falling under the remaining objectives of the National Health Research Strategic Plan.

## **Objective 2: To establish participatory health research planning and priority setting mechanisms**

### ***Description of current situation.***

There is no mechanism in place for articulating, prioritising and updating a national health research agenda in the country. However, individual health research institutions have their priority agenda and procedures. As a result the Ministry of Health and stakeholders have difficulty in determining priority health research needs to effectively coordinate health research activities to address the health needs of the country.

### **Strategies for participatory health research planning and priority setting mechanisms**

Health research priority setting is a national responsibility. In line with this, the National Health Research Council will develop guidelines and tools to support the consultative process on emerging concerns to be considered within a research portfolio.

The process of developing mechanisms and

procedures for national health research priority setting will be transparent and inclusive, involving all stakeholders such as research planners, agenda setters, implementers, users, funders and advocates.

### **Strategy**

#### **Set up mechanisms and procedures for priority setting for research for health**

The Planning and Priority Setting Committee of the National Health Research Council will work with the Health Research Unit of the Directorate of Planning & Information, MOH&SW to spearhead the priority setting process. The process will consist of the following steps:

i) selection of representatives to be consulted from civil society, lay people and professionals/experts. These would be drawn from communities in the 6 regions; Multi-sectoral Regional Advisory Committees; Regional Governors, TANGO; Professional bodies and the Ministry of Health;



- ii) the Team will solicit views from representatives using the guidelines and tools developed by the Council;
- iii) the Planning and Priority Setting Committee will co-opt selected individuals to collate, review and summarise the perspectives and views of those consulted. The process will also include the review of relevant data from a variety of sources. Based on the guidelines, an initial prioritisation will be done and disseminated widely.
- iv) the Council will then consult stakeholders again to review and prioritise the list of concerns. Once consensus is reached a five year prioritised health research agenda will be drawn up.
- v) the National Research Council will organise a consultative meeting to review and update the five year research for health agenda.

- Develop and institutionalise optimised procedures for health research priority setting in The Gambia
- Develop 5 year health research agenda annually

### ***Strategic Targets***

#### **By end of Year 2;**

- National guideline developed and finalised
- Copies of the guideline available to all stakeholders

#### **By end of Year 5:**

- Functional priority setting mechanism established
- A five year prioritised health research agenda developed

### **Specific activities**

- Explore existing procedures for setting health research priorities

### **Objective 3: To establish mechanisms for dissemination and utilisation of health research findings.**

#### ***Description of current situation.***

Several health research studies whose findings could be used to improve health have been conducted in The Gambia.

Individual institutions have established systems and mechanisms for disseminating their health research results by:

- Publications in international, peer-reviewed journals
- Annual research retreat meeting
- Annual institution reports
- Community meetings such as Open days, etc
- Open seminars and Workshops
- Internal reports
- Web sites

However, the health sector has underutilised the research findings due to lack of awareness of their existence, inaccessibility of the research reports or failure to appreciate the value of the finding for policy formulation and programme implementation. There is a need to integrate the various sources of information into a

national information system and to make information and communication technologies accessible to all sources and potential users of information.

Inadequate use of research results due to lack of communication and collaboration between institutions, researchers, other stakeholders and potential users of research findings is a persistent problem.

#### **Strategies for disseminating and using health research findings.**

##### **Strategy**

##### **Develop and implement a communication strategy and plan**

In the future, the health system will become increasingly reliant on the results of health research to develop appropriate programmes. The National Health Research Council will oversee the development of a communication and utilisation strategy to be implemented at different levels to

promote and advocate on behalf of research for health in the country.

A communication strategy, endorsed by the National Health Research Council will be implemented at different levels. A regular forum will be set up for the dissemination of research findings to stakeholders and to those who participated in the study in a form that is accessible to users of this information.

The Communication Committee will commission policy briefs for decision and policy makers based on research findings. Publications will be made available and readily accessible to public and other potential users using multiple channels such as documentation centres housing both published and unpublished research findings generated locally; regular updates; and websites of members.

### **Specific activities**

- Develop a national health research communication strategy
- Develop a 5 year communication plan
- Organise regular conferences and meetings to disseminate and discuss research findings
- Develop policy briefs for decision and policy makers.

- Make research publications available annually to stakeholders
- Advocate for the setting up of documentation centres in strategic locations.
- Develop a website for information sharing

### **Strategic Targets**

#### **By end of Year 2:**

- Communication plan available
- Documentation centres set up in strategic locations
- List of published articles distributed to stakeholders

#### **By end of Year 5:**

- policy briefs developed for decision and policy makers based on research findings
- At least one annual dissemination forum organised

**Objective 4: To strengthen institutional and human resource capacity in health research in government and non-governmental sectors.**

***Description of current situation.***

Despite several research studies conducted over the years, the institutional human resource capacity in the public and NGO sectors is still poorly developed. Most of the research activities conducted in The Gambia is done by international consultants and researchers. As at now there is limited capacity to conduct high quality health research in some institutions in the Gambia. With the existence of the university there is hope that more people will get into the field of research as professional researchers.

**Strategies for strengthening institutional and human resource capacity in health research.**

**Strategy**

**Promoting capacity strengthening in research for health**

The National Health Research Council will advocate for capacity in research for health to be built amongst a diverse group of

researchers in the private, public and NGO/ CSO sector; as well as media professionals, and politicians. The Council will advocate for capacity to be built in research, advocacy, communication of research findings, team work, monitoring and evaluation. The Council will outline guidelines on standards to guide the quality of capacity building efforts.

The Council will undertake biennial assessments of needs for capacity building. A database of public and private training institutions will be set up and updated periodically to capture the numbers and areas in which people are being trained.

There is recognition that both health and non-health personnel will need to be trained in different aspects of research from problem identification to dissemination and use of research findings. This need will be met by different institutions using a variety of training methods and approaches

### **Specific activities**

- Undertake a national institutional mapping and research capacity needs assessment
- Advocate for training of critical mass of health professionals in research for health country wide.
- Set up and update training database
- Undertake resource mobilisation to secure funds for capacity building
- Advocate for the integration of health research training modules into curricula of health training institutions.

### **By end of Year 5:**

Increase in critical mass of health professionals trained in health research

### **Strategic Targets**

### **By end of Year 2:**

- Findings of capacity needs assessment published
- Training database established
- Health research training modules integrated into curricula of health training institutions

**Objective 5: To establish systematic procedures for attracting and maintaining public and private research partnerships nationally and internationally.**

***Description of current situation.***

There is weak /poor linkage established in the research arena between private/NGO and the public sector, nationally and internationally. The existing linkages between some research institutions and national programmes is driven mainly when there is a need to collaborate on a project.

There is a need for strong linkages between researchers and research institutions both nationally and internationally to strengthen the coordination of research within the country.

A recent positive move in this direction is the recent initiative of West African Health Organisation to set up a network of research institutions in the sub-region.

**Strategies to establish systematic procedures for building and maintaining public and private research partners nationally and internationally**

**Promoting national and international research partnership building**

The Council, through its Partnership and Finance Committee, will spearhead advocacy efforts. Individual institutions with an interest in research for health will also be expected to undertake advocacy roles

Advocacy efforts will target government ministries and agencies, tertiary institutions, development partners, research institutions in other countries and international organisations interested in research for health

The National Health Research Council will advocate by actively seeking partners and research opportunities through proactively identifying and responding to research calls; inviting partners to contribute to research applications; and investing in the presentation of research findings at meetings and conferences.

**Specific activities:**

Develop advocacy materials such as leaflets, briefing notes and reports on the role, function and activities of the council. The

institutional network available to stakeholders

- Participate in national and international meetings and conferences to network with other partners
- Provide / commission technical assistance for Gambian institutions involved in research partnerships nationally and internationally
- Identify opportunities for post graduate training, exchange visits, attachments, study tours and joint research studies with other International research institutions.

## **Strategic Targets**

### **By end of Year 5:**

- New research projects developed, funded and implemented in a partnership facilitated by the council
- Joint research publications from partnerships facilitated by the council
- Exchange visit to research institutions in other countries facilitated by the council to include partner institutions.

## **Objective 6: To establish accountable and transparent mechanisms for attracting and managing funding for health research.**

### ***Description of current situation.***

Currently the bulk of scientific research, consisting largely of basic science studies and clinical trials are conducted, managed and financed by the MRC. Funding by national authorities and institutions still remains relatively low. National health research funding from the private sector remains untapped. The Gambia like other countries in the region faces the challenge of how to allocate adequate resources from the health budget to health research. Declining health budgets and competing interests have contributed to the de-prioritisation of research activities.

### **Strategies for health research financing**

#### **Attract funding from multiple sources.**

The Council will develop a Financial Plan to guide efforts to mobilise resources.

Locally, the National Health Research Council will advocate with the Government of The Gambia for 5% of the national health budget to be allocated to health research in line with the Algiers Declaration. The Council will seek external opportunities to mobilise funds by assisting researchers to apply for grants where available for institutional capacity building and research projects. The private sector will be approached to support research activities within the country based on the prioritised 5 year health research agenda.

It is anticipated that the operational costs of the Council will be met from administrative costs levied by the Council in its capacity as a clearing house for research to be conducted within the country.

The Council would undertake an annual spending assessment on health research. The findings should be available to stakeholders. This information will be used to strengthen advocacy and resource mobilisation efforts and contribute to accountability and transparency.



### **Specific activities**

- Develop a Financial Sustainability Plan.
- Develop briefing documents for inclusion in round table donor discussions.
- Advocate for 2% of the national health budget & 5% of external health project aid to be allocated to health research in line with the Algiers Declaration
- Conduct annual spending assessment on health research
- Mobilise resources from the private sector locally and externally.
- Collate health research inflow from data, audited reports and research proposals, submitted by researchers and research institutions
- Seek opportunities to secure external grants for Council.
- Develop briefing documents for round table donor consultations

### **By Year 5:**

Resources mobilised by National Health Research Council to fund research activities in the country

### **Strategic Targets**

### **By Year 2:**

Financial Sustainability Plan developed.

Final draft: 15 January 2010

## **Annexes**

## Annex 1: Implementation Plan

Objective	Description of activities	Responsible Agency	Year				
			1	2	3	4	5
1	Set up Ad hoc Committee to oversee setting up of NHRC	MoH&SW	X				
	Set up Secretariat for Council.	MoH&SW	X				
	Draft Act to legalise mandate of National Health Research Council.	MoH&SW & MOJ	X				
	Enact Act	National Assembly	X				
	Develop tools to provide guidance on health research activities in the country.	Ad hoc Committee	X				
	Set up National Health Research Council (NHRC)	MoH&SW		X			
	Set up sub-committees of the NHRC	NHRC		X			
	Establish National Scientific and Ethics Committee	NHRC		X	X		
2	Explore existing procedures for setting health research priorities	NHRC	X				
	Develop and institutionalise optimised procedures for health research priority setting in The Gambia	NHRC		X	X		
	Develop national health research priorities and revise them annually	NHRC			X	X	X
3	Develop a national health research communication strategy	NHRC & MoH Task Force		X	X		
	Develop a 5 year communication plan	NHRC & MoH Task Force		X	X		
	Organise regular conferences and meetings to disseminate and discuss research findings	NHRC & MoH Task Force				X	X
	Develop policy briefs for decision and policy makers.	NHRC & MoH Task Force				X	X
	Make research publications available annually to stakeholders	NHRC			X	X	X
	Advocate for the setting up of documentation centres in strategic locations.	NHRC, DPI, National Records Office		X	X	X	X
	Develop a website for information sharing	NHRC		X			
4	Undertake a national institutional mapping and research capacity needs assessment	NHRC			X		
	Advocate for training of critical mass of health professionals in research for health country wide.	NHRC			X	X	X
	Set up and update training database	NHRC			X		
	Undertake resource mobilisation to secure funds for capacity building	NHRC			X	X	X
	Advocate for the integration of health research training modules into curricula of health training institutions.	NHRC			X	X	X
5	Participate in national and international meetings and conferences to network with other partners	NHRC				X	X
	Provide / commission technical assistance for Gambian institutions involved in research partnerships nationally and internationally	NHRC			X	X	X
	Identify opportunities for post graduate training, exchange visits, attachments, study tours and joint research studies with other International research institutions.	NHRC			X	X	X
6	Develop a Financial Sustainability Plan.	NHRC			X		
	Develop briefing documents for inclusion in round table donor discussions	NHRC			X	X	X
	Advocate for 2% of the national health budget & 5% of external health project aid to be allocated to health research in line with the Algiers Declaration	NHRC			X	X	X

Final draft: 15 January 2010

Objective	Description of activities	Responsible Agency	Year				
			1	2	3	4	5
	Conduct annual spending assessment on health research	NHRC			X	X	X
	Mobilise resources from the private sector locally and externally.	NHRC				X	X
	Collate health research inflow from data, audited reports and research proposals, submitted by researchers and research institutions	NHRC				X	X
	Seek opportunities to secure external grants for Council.	NHRC				X	X
	Develop briefing documents for round table donor consultations	NHRC				X	X

## Monitoring and Evaluation

### Annex 2: Logical Framework Matrix for Health Research Strategic Plan,

LFA Summary	Impact		
To guide the development of a national health research system that is responsive to the health information needs of the country and provides evidence based high quality, timely information for effective planning, implementation, monitoring and evaluation of health services in The Gambia	Reduced disease burden (mortality and morbidity) from priority public health disease		
Objectives	Outcome		
1. To establish structures for health research governance	A functional autonomous National Health Research Council providing governance and leadership for national health research activities in The Gambia		
2. To establish participatory health research planning and priority setting mechanisms.	Prioritised research agenda used to guide the design of research studies in the country		
3. To establish mechanisms for dissemination and utilisation of health research findings	Research findings used for evidence based decision making at all levels in the health sector.		
4. To strengthen institutional and human resource capacity in health research in government and non-governmental sectors	Increased skilled manpower conducting research for health		
5. To establish systematic procedures for attracting and maintaining public and private research partners nationally and internationally.	Functional local and International networks and linkages established to strengthen health research in The Gambia		
6. To establish accountable and transparent mechanisms for attracting and managing funding for health research	Sustainable funding secured for health research		
Outputs	Indicators	Means of Verification	Assumption
1.1 Act enacted to legalise mandate of National Health Research Council	Enacted Act of parliament establishing NHRC	Hansard Proceedings (parliamentary reports) Parliamentary Act	
1.2 Functional National Health Research Council established	Number of meetings of NHRC	Minutes of National Health Research Council	
1.3 Availability of tools to provide guidance on health research activities in the country.	Number of tools developed by Councils	Handbook of tools	
2.1 Tools and mechanisms for priority setting disseminated	Number of tools developed for priority setting Description of priority setting mechanism	Finalised tools Description of priority setting mechanism	
2.2 5 year health agenda based on priority setting developed and disseminated	Number of distributed copies of health agenda	Printed copy of 5 year health agenda	
3.1 Communication plan developed			

3.2 Conferences and meetings organised to disseminate research findings	Number of conferences and meetings organised to disseminate research findings	Proceedings of conferences and meetings	
3.3 Annual policy briefs disseminated to decision and policy makers.	Number of policy briefs disseminated to decision and policy makers	Copies of policy briefs	
3.4 Research publications distributed annually to stakeholders	Number of research publications distributed annually to stakeholders	Copies of research publications	
3.5 Documentation centres set up in strategic locations	Number of documentation centres set up	Photographs of documentation centres	
3.6 Website set up.		Website address	
3.7 Capacity needs assessment conducted	Number of capacity needs assessment conducted	Capacity needs assessment report	
4.1 Advocacy efforts undertaken for training of health professionals in research for health	Number of advocacy efforts undertaken for training of health professionals	Documentation of advocacy meetings	
4.2 List of health research training institutions locally and externally developed and updated annually	Number of lists distributed to stakeholders	List of health research training institutions	
4.3 Advocacy efforts undertaken for the integration of health research training modules into curricula of health training institutions.	Number of advocacy efforts undertaken with training institutions for integration of health research training modules into curricula	Documentation of advocacy meetings	
5.1 Advocacy materials for promoting partnerships locally and externally developed	Types of advocacy materials developed	Administrative records	
5.2 Council members participated in national and international meetings and conferences to network with other partners	Number of national and international meetings and conferences in which council members participated	Conference proceedings	
5.3 Technical support for Gambian institutions involved in research partnerships provided by Council	Number and type of technical assistance provided	Administrative records	
5.4 Individual researchers and research institutions in The Gambia supported to identify and link up with partners, nationally and internationally	Number of partnerships formed	Administrative records	
5.5 Council members/ nominees participated in health research activities at country, regional and international levels.	Number of meetings in which Council members/ nominees participated in health research activities at country, regional and international levels	Minutes of meetings	
5.6 List of potential opportunities for joint research studies with other International research institutions.	Number of lists of potential opportunities for joint research studies with other International research institutions distributed to stakeholders	Lists of potential opportunities for joint research studies with other International research institutions	
5.7 Exchange visits, attachments and study tours arranged to other	Number of exchange visits, attachments and study	Reports of exchange visits, attachments and	

research institutions	tours arranged to other research institutions	study tours	
5.8 List of potential opportunities for researchers to enrol in Masters and PHD Programmes in national and international Research Institutions.	Number of lists of potential opportunities for post graduate training in national and international research Institutions circulated to interested researchers.	Lists of potential opportunities for post graduate training in national and international Research Institutions	
6.1 Financial Sustainability Plan developed.	Availability of Financial Sustainability Plan	Copy of Financial Sustainability Plan	
6.2 Advocacy brief developed for budget line in the national budget	Number of advocacy efforts undertaken for inclusion of research activities in the national budget	Documentation of advocacy meetings	
6.3 Resources mobilised from local and external sources	Number and amount of resources mobilised from local and external sources	Documentation eg Grant award letters etc	
6.4 Advocate brief developed for round table donor consultations	Number of advocacy briefs developed for developed for round table donor consultations	Copies of advocacy briefs	
<b>Activities</b>			
1.1.1 Draft Act to legalise mandate of National Health Research Council			
1.1.2 Enact Act			
1.1.3 Set up National Health Research Council (NHRC)			
1.1.4 Set up sub-committees of the NHRC			
1.1.5 Set up Secretariat for Council.			
1.1.6 Establish National Scientific Coordinating Committee			
1.1.7 Establish National Ethics Committee.			
1.2.1 Develop tools to provide guidance on health research activities in the country.			
2.1.1 Develop tools for priority setting			
2.1.2 Finalise mechanism for priority setting			
2.2.1 Conduct priority setting exercise			
3.1.1 Develop communication strategies			
3.1.2 Develop a 5 year communication plan			
3.2.1 Organise conferences and meetings to disseminate research findings			
3.2.2 Develop annual policy briefs for decision and policy makers.			
3.2.3 Distribute research publications annually to stakeholders			
3.2.4 Advocate for the setting up of documentation centres in strategic locations			
3.2.5 Develop a webpage for information sharing			
3.3.6 Undertake capacity needs assessment			
4.1.1 Advocate for training of critical mass of health professionals in research for health country wide.			
4.2.1 Identify training institutions locally and externally in research for health			
4.3.1 Undertake resource mobilisation to secure funds for capacity building			
4.4.1 Advocate for the integration of health research training modules into curricula of health training institutions.			
5.1.1 Develop advocacy materials for promoting partnerships locally and externally.			
5.2.1 Participate in national and international meetings and conferences to network with other partners			
5.3.1 Provide / commission technical support for Gambian institutions involved in research partnerships			
5.4.1 Support individual researchers and research institutions in The Gambia to identify and link up			
5.5.1 Participate in health research activities at country, regional and international levels.			
5.6.1 Identify opportunities for joint research studies with other International research institutions.			
5.7.1 Facilitate exchange visits, attachments and study tours			

Final draft: 15 January 2010

5.8.1 Identify opportunities for researchers to enrol in Masters and PHD Programmes in national and international Research Institutions.			
6.1.1 Develop a Financial Sustainability Plan.			
6.2.1 Advocate for increase in budget line in the national health budget			
6.3.1 Mobilise resources from local and regional businesses.			
6.4.1 Seek opportunities to secure external grants for Council.			
6.5.1 Develop and update annual briefing for round table donor consultations			