

JOINT RESEARCH POLICY FOR BUGANDO MEDICAL CENTRE (BMC) AND CATHOLIC UNIVERSITY FOR HEALTH AND ALLIED SCIENCES (CUHAS)

DIRECTORATE OF RESEARCH AND INNOVATION

CUHAS

RESEARCH AND CONSULTANCY UNIT

BMC

2022

AIDS	Acquired Immuno-deficiency Syndrome
BMC	Bugando Medical Centre
CME	Continuing Medical Education
CUHAS	Catholic University of Health and Allied Sciences
ENT	Ear, Nose and Throat
DG	Director General for BMC
HIV	Human Immuno-deficiency Virus
ICT	Information, Communication and Technology
IRB	Institutional Review Board
MPH	Master of Public Health
MUHAS	Muhimbili University of Health and Allied Sciences
NIMR	National Institute of Medical Research
NTD	Neglected Tropical Disease
REC	Research Ethical Committee
SUA	Sokoine University of Agriculture
TCU	Tanzania Commission for Universities
TEC	Tanzania Episcopal Conference
UDSM	University of Dar es Salaam
URT	United Republic of Service
VC	Vice Chancellor for CUHAS

FOREWORD

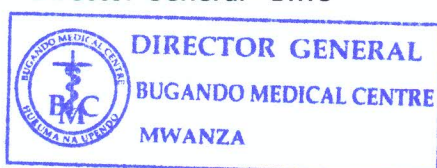
Research plays a significant role in the strategic plan of the BMC AND CUHAS, which commits to promoting and intensifying research activities. To ensure that we can compete in a globally competitive environment, this commitment to the research is aligned with the national imperative to increase the production of research outputs to expand the pool of researchers that can contribute to knowledge production and generation in our society. The various department at BMC and CUHAS are all already involved in some form of research, but there is the need to harmonize all such research activities. This will invariably improve sharing of results with regional, national and international partners leading to better practice outcomes. It will also have a positive impact on monitoring and evaluation of research activities within the BMC and CUHAS. The research policy provides a wealth of information about the mission, vision and core function of the BMC and CUHAS, its innovative training programs and cutting-edge research and extension. However good health research is always underpinned by adherence to guidelines, ethical conduct of research and to rights and well-being of participants. These call for an appropriate legal framework with ethical standards well understood by all stakeholders (researchers, sponsors, participants, health authorities, policymakers and funding agencies).

This research policy is meant to be a guide to our researchers and other stakeholders when formulating and undertaking research activities. This key principle that guides us in our effort to contribute to Health Sector Strategic Plan (HSSP V) 2021 – 2026.

We hope that stakeholders will find this document a valuable source of information and indeed reference material whenever one wants to engage or support research activities at BMC and CUHAS.

We are proud to welcome you to our community


Dr. Fabian A. Massaga
Director General - BMC




Prof. Paschalis Rugarabamu
Vice Chancellor - CUHAS

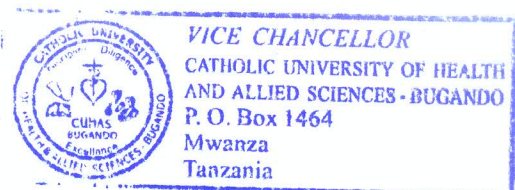


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CHAPTER 1: BACKGROUND INFORMATION

1.1 INTRODUCTION

Research is a core element of daily activities for both the Bugando Medical Centre (BMC) and the Catholic University of Health and Allied Sciences (CUHAS). The need for a close collaborative effort in research between clinicians and basic scientists has become paramount to motivate research, create a thriving research environment and reward research productivity. Adopting a common operational framework in all the steps of research will allow an increased performance and a better coordination of research. Both institutions operate under a staff sharing scheme and working environment with research as a core activity. It is in this context and to ensure a smooth running of all research activities that a common research policy is established.

1.2 RESEARCH WITHIN THE CONTEXT OF THE BMC AND CUHAS STRATEGIC PLANS

1.2.1 BUGANDO MEDICAL CENTRE

Bugando Medical Centre (BMC) is the tertiary referral, teaching, and consultant hospital for the Lake and Western Zones of the United Republic of Tanzania, serving 8 regions namely Mara, Mwanza, Simiyu, Shinyanga, Tabora, Kigoma, Geita, and Kagera having an estimated total population of 16 million. The Tanzania Episcopal Conference (TEC) owns and runs BMC in close partnership with the Government of the United Republic of Tanzania.

BMC has 33 departments and offers clinical, teaching, and consultancy services within BMC premises and provides outreach health services to the peripheral hospitals and communities. Out of these 33 departments, there are 18 clinical departments which include: Emergency Medicine, Obstetrics and Gynaecology, General Surgery, Internal Medicine, Oncology, Pediatrics, dental Surgery, Cardiothoracic Surgery, Ear, Nose and Throat (ENT), Orthopedics and Traumatology, Urology, Psychiatry, Neurosurgery, HIV Care and Treatment, Ophthalmology, Operating theatre and Anaesthesia. Other departments include accounts, internal audit, purchase and supplies, international relations, social welfare, community health, radiology, laboratory, nuclear medicine, physiotherapy, pharmacy, administration and human resource,

ICT, medical records, and engineering. The hospital has 950 beds capacity and as per the 2017/18 annual report there were about 1300 employees.

1.2.2 BMC VISION, MISSION

1.2.2.1 Vision: “BMC envisions a healthy society served by skilled, competent, and motivated health care providers”

1.1.2.2 Mission: “BMC exists to improve the welfare of the community in the North–western Tanzania through provision of state of the art, diversified, specialised and super specialised health care, research, training and consultancy services guided by Catholic Church ethics and morals”.

1.2.2.3 Core Values:

- i. We are committed stewards entrusted to serve all people with integrity, love, mercy and compassion.
- ii. We are a non-profit sharing health institution committed to provide quality services that are affordable and accessible to all.
- iii. We protect and provide for the dignity of human life from the time life is conceived to its natural end.
- iv. We share and work in partnership with others who share our vision and mission.
- v. We abide by the Word of God as an inspiration of all our activities and remain committed to medical and Roman Catholic ethics and regulations.
- vi. We work under the guidance of Catholic Church and Government policies
- vii. We serve all people irrespective of religious, tribal, race, social, standard or political background.
- viii. We are committed to team work, transparency and zero tolerance to corruption and fraud.

1.2.3 BMC STRATEGIC PLAN

The existing BMC Strategic Plan guides the direction of BMC in ten years starting from 2015 to 2025. Initiatives in this strategic plan are to put more emphasis on the following strategic areas:

- i. Improving service delivery and prevention of communicable and non-communicable diseases.
- ii. Strengthening BMC capacity in good governance, resources management, corruption mitigation, and gender equity.
- iii. Providing a state of the art, diversified, specialized and super- specialized health care services strengthened.
- iv. Strengthening public education and health care outreach services.
- v. Establishing BMC colleges to produce Skilled and competent health care providers.
- vi. Promoting BMC economic sustainability through innovation and diversification of economic opportunities.
- vii. Promoting Research activities, consultancy services and data management and utilization for informed decision making.

1.2.4 CATHOLIC UNIVERSITY OF HEALTH AND ALLIED SCIENCES

The declaration made by the Tanzania Episcopal Conference (TEC) in 1994 marked the initial thought to establish a Catholic University of Health and Allied Sciences at Bugando Medical Centre (CUHAS-Bugando). By 2003, the Catholic University of Health and Allied Sciences - Bugando (CUHAS-BUGANDO) was established as a Constituent University of the St. Augustine University of Tanzania (SAUT) with a vision *“to become an outstanding Tanzanian Catholic University excelling in health care, training and research; while remaining responsive to societal needs.”* However, in 2005 the University was firmly established and was accorded Full University Registration Status by the Tanzania Commission for Universities (TCU). To date, CUHAS has produced 4539 graduates in the field of health sciences, including 350 at Master’s and PhD’s level.

The University retains its location at Bugando Medical Centre (BMC) in Mwanza. Its location at BMC remains most appropriate because this 950-bed teaching, referral, and consultant hospital also belongs to the Catholic Church, and provides space and faculty for clinical training of CUHAS students.

At CUHAS inception it was envisaged that it would be organized in Faculties, Institutes and Directorates. The Faculty of Medicine was the first of several Schools envisaged. In 2006/2007 the Faculty of Medicine launched five postgraduate programs, Master's in medicine (MMed) in five disciplines of Internal Medicine, General Surgery, Obstetrics and Gynaecology, Paediatrics and Child Health and Anatomical Pathology, Orthopaedics. Later, the Master of Public Health (MPH), the Master of Paediatric Nursing and the MSc in Clinical Microbiology were introduced.

In 2009/2010 the University decided to establish four schools: The Weill Bugando School of Medicine (which replaces the Faculty of Medicine), the School of Pharmacy, the Archbishop Anthony Mayala School of Nursing, and the School of Public Health.

1.2.5 CUHAS VISION, MISSION, CORE FUNCTIONS, AND CORE VALUES

1.2.5.1 CUHAS Aspiration

The Catholic University of Health and Allied Sciences has both short- and long-term aspirations of becoming one of the leading institutions offering higher education in Tanzania in line with the expectations of the Government of the United Republic of Tanzania and its peoples.

1.2.5.2 Vision statement

The vision of the University is: *'To become an outstanding Tanzanian Catholic University excelling in health care, training and research, while remaining responsive to societal needs'*

1.2.5.3 Mission statement

Activities of the University will be guided by the following mission statements:

- *To provide skilled and competent human resources in the health sector that is vested with moral and ethical values,*
- *Search, discover and communicate the truth to advance the frontiers of knowledge and*
- *Provide quality services to the community”.*

1.2.6 The CUHAS - Rolling Strategic Plan for 2010/11 – 2014/15

The Catholic University of Health and Allied Sciences had developed the Five Year Rolling Strategic Plan for 2010/11 – 2014/15 period. From the identified key issues, it was possible to cluster the key issues into eight strategic priority areas:

- i. Transforming the organization and management to achieve the university vision and mission
- ii. Expanding access and participation
- iii. Providing relevant and high-quality programs and innovative educational experience
- iv. Enhancing resources for excellence in delivery
- v. Improving student services and experience
- vi. Intensifying research performance.
- vii. Strengthening engagement for mutually beneficial partnerships with national, regional and global communities.
- viii. Enhancing diversity university-wide and foster a culture of inclusion.

CHAPTER 2: RESEARCH POLICY STATEMENT, PURPOSE, SCOPE, AREAS OF FOCUS AND RESEARCH STRATEGIC ISSUES

2.1 RESEARCH POLICY STATEMENT:

This statement is a summary of the research accomplishments, current work, and future direction and the potential of research work. The statement discusses the following specific issues:

- Research activities which had been implemented by BMC and CUHAS
- Funding history and potential
- Requirements for other resources
- Research administration
- Potential research and industrial collaborations
- Contribution of the research
- Future directions

The research policy statement of this document policy is stated as follows: research is undertaken on the causes, associated factors, challenges, treatment and prevention of diseases, as well as research for interventions and services which could improve the lives of people. In all forms of research collaboration, partners will ensure that ownership of the research findings is respected. For these research activities to be implemented fully and successfully, they must be adequately financed, well designed, focus on relevant topics, be conducted with the highest ethical standards, presented in formats accessible to multiple audiences, and have a positive impact on people's lives.

2.1.1 Purpose: The purpose of the research policy is to ensure that all research conducted in collaboration between both institutions are of the highest ethical and scientific standard, and complies with the relevant legislation, regulatory guidelines, codes of conduct, national priorities and best practice guidelines, standard operating procedures and institutional policies. It ensures that the ultimate benefit of research lies not only in the generation of new knowledge but in the translation of knowledge into technologies, interventions and strategies for an effective delivery of health services to the surrounding communities. Research at BMC and CUHAS shall also complement the effort of the Tanzanian Government and the international community for the

creation, dissemination and sharing of research products, processes and services and their utilization for the betterment of people's living.

2.1.2 In all forms of research collaboration, partners will ensure that ownership of the research findings is respected. To this end:

- The CUHAS/BMC Joint Research and Ethics Board will ensure that protection of Intellectual Property Rights is observed. It has been established following the regulations of the National Institute for Medical Research.
- The CUHAS/BMC Joint Research and Ethics Board will ensure that collaborative research observes the intellectual rights of CUHAS and BMC researchers.
- Research will be jointly monitored and supervised by the BMC Research and Consultancy Unit and the CUHAS Directorate of Research and Innovation.
- Implementation of joint capacity building and improvement of research skills will be coordinated by the BMC Research and Consultancy Unit and the CUHAS Directorate of Research and Innovation.

2.1.3 Scope: This policy will apply to

- i. All persons employed temporarily and permanently by BMC and CUHAS, that is those with honorary appointments, volunteers, with contract, part time employees, consultants and students who undertake training at BMC and CUHAS premises.
- ii. Any person from outside BMC and CUHAS undertaking research at BMC or CUHAS facilities and involving BMC or CUHAS patients, staff and/or other resources such as data.
- iii. All persons who plan to conduct research in the premises of BMC and CUHAS are expected to take initiatives to manage, disclose, or resolve conflicts of interest or commitment as appropriate.
- iv. All mentors, guides, external experts and sponsors associated with any of the research activities at BMC or BMC.
- v. Scholarly activities intended to expand knowledge boundaries by analysis, synthesis and interpretation of ideas and information by making use of rigorous methodologies

- vi. Knowledge compilation and communication initiatives for keeping abreast of academic developments in any knowledge domain such as writing of textbooks, chapters of textbooks, monographs; developing/updating curriculum, etc.
- vii. Creative activities involving the generation of new ideas, innovations, hypotheses, images, performances or artefacts, including design in any field of knowledge which leads to the development of new knowledge, understanding or expertise.
- viii. Research projects of students undertaken as part of the curriculum or for enriching it.
- ix. Publication, presentation and communication of the research outcomes and related activities.

2.1.4 Areas of Research Focus/Priorities

The research priorities on this policy will be linked to the national health care priorities, as well as institutional strategic plans. Health research priorities for this research policy refer to diseases, conditions and risk factors that produce a significant burden of disease but lack an effective intervention for their control. Health research priorities also include the investigation of ways of improving the overall effectiveness of health systems. Since both public and private investments in research are constrained by limited resources, it is very important to identify high priority areas in which to invest those limited resources.

The country health research priorities are described in The Tanzania National Health Policy of 2017. The following are highlighted as research policy priorities in the strategic plans of both institutions:

A. Diseases and other health conditions

- i. Non-communicable and communicable diseases, including antimicrobial resistance
- ii. Neglected Tropical Diseases
- iii. Maternal and child health
- iv. Nutrition
- v. Environmental health
- vi. Occupational health
- vii. Determinants of health

- viii. Disease outbreaks and emergent threats
- ix. Cross cutting issues – Gender, culture and tradition, human behaviour, sexual violence, child abuse, HIV/AIDS
- B. Health services delivery and health systems performance
 - i. Health services delivery – clinical and diagnostic
 - ii. Human resources availability
 - iii. Drugs and Medical supplies
 - iv. Medical equipment
 - v. Health financing
 - vi. Health information management system
 - vii. Collaboration and partnership
 - viii. Medical Education

1.2. OBJECTIVES OF THE RESEARCH POLICY:

In line with the National Health Policy and the TEC Health Policy, the following are the objectives of this Policy:

- 2.2.1 To increase the productivity of quality research and publications
- 2.2.2 To increase of the number of research translated to policy or clinical practice
- 2.2.3 To create an enabling environment for research
- 2.2.4 To strengthen administration and coordination of research
- 2.2.5 To stimulate a research and publications culture
- 2.2.6 To improve funding for research and innovations
- 2.2.7 To strengthen collaborative research
- 2.2.8 To establish mechanisms for taking stalk of the research activities and their outcomes
- 2.2.9 To develop surveillance mechanisms to anticipate the needs for research
- 2.2.10 To strengthen multi-disciplinary research

CHAPTER 3: PRINCIPLES OF RESEARCH CONDUCT AND RESEARCH PROCESS

3.1 PRINCIPLES OF RESEARCH CONDUCT

The hallmark principles of responsible research conduct provide the framework integrity in the design, conduct and communication. These principles include:

- i. Compliance with this research policy is mandatory for all researchers. It is expected that all who are responsible for research at BMC and CUHAS will adhere to this policy and associated BMC and CUHAS research procedures to ensure their research is of the highest ethical and scientific standards and complies with the relevant legislation, regulatory guidelines, codes of conduct, national best practices guidelines, standard operating procedures and institutional policies.
- ii. Institutional responsibilities – BMC and CUHAS have obligation to encourage and support quality research and is accountable for how research is undertaken in line with this Research Policy. In this way, the responsible research conduct is fostered and underpinned by the research culture of BMC and CUHAS
- iii. Researcher Responsibilities – Researchers will ensure the principles and values of responsible and ethical research conducts are manifest in all aspects of their research.

3.2 RESEARCH PROCESSES

3.2.1 RESEARCH PROTOCOL

The research starts by writing a research proposal. The exact format and requirements for a research proposal can vary slightly depending on the type of research being proposed and the specific demands of the institution you plan to submit your proposal to, but there are a few common basics that are almost always needed. In addition to the research proposal, a consent form should be part and parcel of the proposal.

3.2.2 APPROVALS TO CONDUCT RESEARCH

In order to conduct research at BMC or CUHAS, it is a requirement that all researchers first obtain:

- Joint BMC/CUHAS Research Ethics and Review Committee (CREC) ethical clearance
- Local Authorities (Site authorization) approval i.e., regional, district, village or institute authorities where the research is going to be conducted
- National NATHREC ethical clearance is needed before undertaking clinical trials.
- In case a researcher has already obtained a NATHREC ethical clearance, national procedures and regulations will be followed.

Research shall not commence until both processes are formally completed.

3.2.3 CONDUCTING RESEARCH.

After obtaining approval to conduct research, the researcher is responsible to organize pre-test and data collection. However, before data collection, the training of the research assistants who will assist the researcher to collect data should be conducted. After data collection is over, data analysis and report writing will follow.

3.2.4 RESEARCH MANAGEMENT

3.2.4.1 Monitoring of Approved Research

Bugando Medical Centre (BMC) and Catholic University of Health and Allied Sciences (CUHAS) are responsible for ensuring that all approved research activities are monitored. Monitoring of research refers to the process of verifying that the conduct of research conforms to the approved research proposal. The process of monitoring promotes the safety of research participants and best research practice through the confirmation of adherence to appropriate processes, collection of quality research data, appropriate record keeping, access and storage of research records. It also ensures relevant REC, governance and regulatory compliance.

The purpose of research monitoring is to verify that research projects approved by the joint CUHAS – BMC REC and/or conducted in BMC facilities follow the approved research proposal in

order to; protect the rights and well-being of research participants; verify the accuracy of research data and ensure regulatory compliance by the institution; and provide a level of assurance of the quality of the researchers' processes. Furthermore, monitoring provides an opportunity to educate and develop researchers, enhance quality processes and also prepare them for external funding or regulatory body audit processes.

Technology in the research management

In the pursuit of quality research and the creation of an efficient research process, new technologies have evolved. The delivery of new and enhanced technologies to support, enable and enhance the complete research lifecycle might be required and will be adapted as the research output and the number of researchers grows. The electronic review of research proposals, digital tools in the informed consent process, cloud-based software for the secure storage and networking platforms for research data will be developed and implemented as needs arise.

CHAPTER 4: RESEARCH FUNDING

Bugando Medical Centre (BMC) and Catholic University of Health and Allied Sciences (CUHAS) are donor dependent for research undertakings. In this regard, BMC and CUHAS management therefore shall:

- Provide general information on possible sources and modes of research funding both within and outside the country
- Encourage employees and students to write research proposals to get funding from different sources including public, private development partners or donors.
- Request individual researchers to have initiatives of looking for different sources of research funds
- Both institutions endeavour to strengthen their research capacity through mechanisms that shall be supported through internal budgetary allocation, potential beneficiaries of research outputs (for example, pharmaceutical companies, government, UN agencies), consultancy services, contracts, grants, scholarships but also through institutional support costs from funded projects
- All funded projects shall contribute a minimum of 15% overhead costs depending on the funders 'regulations. This will however depend on funders' own policy. In case the funder cannot provide 15%, the request needs to be approved by VC or DG depending where the fund will be managed.
- The funds shall be used to facilitate research training and human capacity building for research, to establish basic research infrastructure and to strengthen the Directorate of Research as per an agreed percentage based on the research proposal and activities
- In case of joint application, all parties will ensure that there is a signed agreement regarding the funding management.

There are a number of opportunities for research within both institutions:

- The increased recognition by the Government and the international community of the role of private health institutions in health improvement and the importance of an effective public-private partnership in health planning and delivery
- The Government's willingness to allocate funding for research
- The availability of funding for specific health problems like HIV/AIDS, TB, malaria, maternal health, child health and family planning
- An increased recognition by the international community and donor agencies that health systems strengthening is important in improving care and that all the pillars of the health system must be understood clearly so that appropriate and targeted interventions be selected.

There are also a number of challenges hampering the research output, which the Policy aims at addressing by pooling and regulating its activities:

- Small pool of researchers with little succession plans
- Low motivation of the scientists/clinicians due to an unfriendly work environment
- Lack of efficient dissemination procedures
- Few publication avenues in the country
- Low focus on developing mechanisms for translating research into policies and programmes and evaluating their impact
- Little interaction among researchers, and between researchers and policy makers, programme planners/implementers, trainers
- Researchers often involved in multiple roles and functions, therefore reducing their full concentration on research
- Little diversity in funding sources
- Little knowledge in fund raising strategies
- Inadequate focus on long term research culture
- Lack of multi-disciplinary research teams.

CHAPTER 5: RESEARCH COLLABORATION AND DISSEMINATION

5.1 RESEARCH COLLABORATION

In fulfilling the research mission, the BMC and CUHAS may partner with institutions in Tanzania, in other regions of the world, as well as international research centres, institutes and organizations.

Collaborative research programs and projects shall be based on equality, mutual respect, and information sharing. The BMC and CUHAS may enter into a memorandum of understanding, if need be, with any research organization in furthering its research mission, regarding funding management and distribution as well as modalities of implementation.

5.2 RESEARCH DISSEMINATION

Researchers within BMC and CUHAS should responsibly communicate and disseminate the outcomes of all research undertaken within its facilities to contribute to the collective knowledge base and to extract maximum benefit from the research activity for the health service and the academic community. Different channels can be used to disseminate research such as Continuing Medical Education (CME), annual conferences local or international, peer reviews, seminars and publication.

The overarching purpose of research is to generate new knowledge that leads to benefits for effective and efficient delivery of quality patient care. Those who undertake research within the BMC and CUHAS have a responsibility to undertake informed, well designed and executed research that addresses knowledge gaps and generates outcomes that have potential to be translated into health care advances. There is an obligation to publish research outcomes and disseminate results of research to a wide range of relevant audiences including academic peers, the health sector and the community.

CHAPTER 6: IMPLEMENTATION PLAN OF RESEARCH POLICY

The following activities are necessary for the successful implementation of the Research Policy.

6.1 Research Coordination Activities:

- i. Strengthen the capacity of the BMC Research and Consultancy Unit and CUHAS Directorate of Research and Innovation (form hereon called the Directorate) to coordinate internal and external linkages on all matters related to research. This will require staff, equipment and some seed funds.
- ii. The directorate shall focus on the following specific actions
 - Ensure participation of researchers in evolving the research agenda
 - Facilitate securing research funds from public, private and external sources
 - Facilitate and support marketing of research results where appropriate
 - Establish and publish a regular Research Bulletin and Research Annual Report or any other similar publication indicating the status of research activity within BMC and CUHAS
- iii. Facilitate the liaison process with research donors where such donors have been identified through the directorate
- iv. Establish liaison relationships with other national stakeholders to form pressure/lobbying groups to contend for increased share of research funding from government, the private sector and the international donor community
- v. Work closely with potential researchers in preparing research proposals for submission to potential donors
- vi. Where potential for multi-disciplinary research projects exists, initiate the formation of such teams which once formed shall be left to operate under the approved modalities of multi-disciplinary research teams
- vii. Establish a research data bank and dissemination of research results
- viii. Produce a good brochure to market research services at BMC and CUHAS

- ix. The directorate shall develop and institute a process of monitoring and reporting on the following research quality indicators on regular basis:
- Research planning
 - Research training
 - Research publications
 - Peer reviewed research reports
 - Proportion of staff having published research output in the last three years
 - Proportion of staff directly doing research
 - Number of local/international research assignments that BMC/CUHAS wins in a competitive environment
 - Collaboration with regional and international institutions – establishment of active research networks
 - Subsequent availability of funds for the research following completion and dissemination of a phase of the research.
- x. In order to standardize and harmonize research process, the directorate shall provide clear guidelines in the form of a Research Operational Procedures (SOP). The basic documents that would constitute the Operational Procedures shall include and not limited to:
- Guidelines for Approval of Research Proposals
 - Format for Research Proposals
 - Format for Evaluation of Research Proposals
 - Research Contract Format for Researchers
 - Research Progress Reporting Form
 - Standard Layout for Research Reports
 - Guidelines for Research Report Peer Review, etc.

CHAPTER 7: MONITORING AND EVALUATION OF THE POLICY

Monitoring and evaluation (M&E) of research provide the framework for checking progress on a continuous basis and accessing the quality and adherence to ethical standards.

Statement:

7.1 The CUHAS Directorate of Research and Innovation and the BMC Research and Consultancy will develop and implement a plan that clearly stipulates indicators for monitoring and evaluation (M&E) of research at CUHAS and BMC.

7.2 The M&E plan will be based on existing national and international guidelines.

7.3 The data collected during the process of M&E will be shared with relevant stakeholders.

7.4 Indicators for M&E research will include:

7.4.1 Inflow of research funds

7.4.2 Number of publications

7.4.3 Number of proposals written

7.4.4 Number of proposals submitted for funding

7.4.5 Number of funded proposals

7.4.6 Number of research collaborators

7.5: Policy Review

The policy will be reviewed every three (3) years.

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