

National Public Health Institute of Liberia

Preventing and Controlling Public Health Threats



Guidance for Establishing Partnerships

Division of Global Health and Partnerships

January 2019

Foreword

The National Public Health Institute of Liberia works to prevent and control public health threats and serves as a source of knowledge and expertise. The vision of the NPHIL is to be a Center of Excellence for better health outcomes for Liberians through a resilient health system.

The Act establishing the Institute outlines core functions that the Institute is required to fulfill on behalf of the people of Liberia in the areas of public health workforce capacity building, disease surveillance and response, laboratory and public health diagnostics, environmental and occupational health, public health and medical research development, and global health and partnerships.

The Ebola Virus Disease (EVD) outbreak in West Africa in 2014 highlighted the significance of partnerships and revealed the crucial need to create, strengthen and maintain linkages with national and international partners. It was realized that the support provided by international and local partners was a major factor, which contributed to controlling the outbreak and subsequently bringing it to an end. Due to the lessons learned, the Division of Global Health and Partnerships was established to facilitate the development and strengthening of collaborative partnerships, by connecting NPHIL with appropriate partners for technical and financial support.

This document serves as a guide to ensure that there is proper coordination and protocol of activities conducted by divisions in collaboration with partners, and encourage every division and partner to abide by the procedures within this document. I am confident that with this guideline, we will meet our goals to strengthen our health system and improve health outcomes for Liberians.

Tolbert G. Nyenswah, LLB, MPH
Director General

Acknowledgements

The Division of Global Health and Partnership (DGHP) would like to express its sincere appreciation and gratitude to the entire NPHIL family who contributed to the development of this partnership guideline. It is our hope that this document will provide the coordinated direction required to engage partners on behalf of the institution.

TABLE OF CONTENTS

Page

Foreword	1
Acknowledgement	2
Table of Content	3
Abbreviations/Acronyms	5
1. Introduction	6
1.1 Rationale	6
2. Background of the NPHIL	7
2.1 Establishment	7
2.2 Goals	7
2.3 Vision	7
2.4 Mission	7
2.5 Core Values	7
3. Partnership Defined	9
4. Overview of Partnerships with NPHIL	9
5. Establishing Partnership	10
5.1 The Partnership Agreement	10
5.2 Components of a Partnership Agreement	11
5.3 Procedure for Initiating a Partnership Agreement	14
5.4 Finalization of the Partnership Agreement	14
5.5 The Roles and Responsibilities of the Global Health Division	14
5.6 Roles and Responsibilities of the Partner	15
6. Procedures and Policies	17
6.1 Research Partnership: NPHIL Research SOP)	17
6.2 Research Ethics Approval for Studies Involving Human Subjects	17
6.3 Research Approval for Clinical Trials on New Medication	17
6.4 Laboratory Partnerships: National Reference Laboratory Access Policy	17

APPENDICES

Appendix A

18-20

Standard Operating Procedure for Research Conducted in Liberia

1.0 Responsibilities and Authorities for Researchers

1.1 Procedure

APPENDIX B

21-22

2.0 Responsibility for NPHRL Leadership

2.1 Laboratory Guides

2.2 Procedures and Plans

2.2.1 Requirements for Individual Access

2.3 NPHIL Employees

2.3.1 Trip Plan Process

2.3.2 Trip Plan Procedure for Visits and Tours

2.4 Identification Badges

2.5 Laboratory Access and Accountability

2.6 Bio-Respiratory Access and Accountability

2.6.1 Physical Requirement for Bio-Respiratory Access

2.6.2 Bio-Respiratory Access Restriction

APPENDIX C

23

3.1 Partner Profile form

Abbreviations/Acronyms

DDG/TS	Deputy Director General for Technical Services
DFM	Division of Financial Management
DG	Director General
DGHP	Division of Global Health and Partnerships
DPHMR	Division of Public Health and Medical Research
EVD	Ebola Virus Disease
LMHPRA	Liberia Medicines and Health Products Regulatory Authority
MOU	Memorandum of Understanding
NPHIL	National Public Health Institute of Liberia
NPHRL	National Public Health Reference Laboratory
NREB	National Research Ethic Board
ORS	Office of Research Support
SOPs	Standard Operating Procedures

1 Introduction

The 2014 Ebola Virus Disease (EVD) epidemic in Liberia had a devastating impact on the already fragile health system, the population, and the economy. During the outbreak, over one hundred development partners and a host of local actors combined efforts to bring the situation to a halt. These partners provided assistance to the emergency response in the form of technical, material and financial resources that was key in strengthening the outbreak interventions and storing confidence to the responders.

The importance of partnerships and collaboration to strengthen our health sector cannot be over-emphasized. As part of an effort to build a resilient health system, the National Public Health Institute of Liberia (NPHIL) was established on January 26, 2017 by an act of the legislature to prepare for and effectively respond to public health threats, thereby minimizing the associated morbidity and mortality. After the establishment of NPHIL, much interest was expressed by partners to collaborate in the development of the Public Health system. Taking queue from the EVD outbreak experience, multiple partners and stakeholders experienced some bottlenecks in becoming operational coupled with coordination challenges, including fragmentation and duplication of activities, poor communication amongst stakeholders and limited financial transparency and accountability. The Division of Global Health and Partnerships (DGHP) was established in April 2017 as a coordinating arm, responsible for engaging new partners and strengthening existing partnerships and inter-connectivity between NPHIL and local/international stakeholders.

The purpose of this manual is to serve as a guide for new partners on the procedures involved in establishing partnerships and collaborations on various projects. It will also serve as a guide for NPHIL staff to ensure proper coordination between relevant divisions on activities being conducted in collaboration with partners. The manual is intended to define roles, responsibilities, and expectations during the establishment of new partnerships between NPHIL and partners from other public health institutes, universities, local and international NGOs, businesses, and other public and private health stakeholders.

1.1 Rationale/Purpose

Partnership and collaborative relationships contribute to the NPHIL core functions delivery and are therefore critical to delivering results. Since its inception, NPHIL has worked with a broad range of partners, both national and international to achieve such outcomes. These Guidelines are aimed at facilitating new partnerships with all relevant partners, in support of the NPHIL's activities, with special emphasis on further ensuring and maintaining strong capacities for its priority goals.

2. Background of the NPHIL:

2.1 Establishment

The act establishing NPHIL was passed into law by the legislature in December 2016, signed by the president of Liberia on January 26, 2017, and printed into handbill.

2.2 Goals

1. Contribute to the development and sustainability of the public health workforce;
2. Develop, enhance, and expand the surveillance platform;
3. Establish a comprehensive, integrated, and sustainable public health diagnostic system;
4. Establish multi-sectoral epidemic preparedness and response capacities and capabilities;
5. Develop, enhance, and expand processes and structures to protect environmental and occupational health;
6. Expand, conduct, and coordinate public health and medical research to inform Liberian public health policies;
7. Strengthen the relationship between NPHIL and national and international public health partners; and
8. Ensure sustainable financing and operations of the NPHIL.

2.3 Vision

The National Public Health Institute of Liberia is a Center of Excellence for better health outcomes for Liberians through a strong health system.

2.4 Mission

To prevent and control public health threats by promoting healthy outcomes and serving as a source of knowledge and expertise.

2.5 Core Values

Core values represent the durable and supportive qualities that shape and guide all activities that the National Public Health Institute of Liberia will undertake.

- **Ethics and integrity:** The NPHIL upholds generally accepted high standards of ethical Code of Conduct. All those involved with NPHIL shall be required to conduct themselves in a professional manner that favorably reflects the Institute and Government of Liberia's image.

- **Transparency:** NPHIL shall communicate honestly and openly about its activities, their results, their impacts on the health outcomes of Liberians, and the budget and finances of the Institute.
- **Accountability:** NPHIL shall set high expectations for its performance; whereas all those involved shall take responsibility for what they do, and they demonstrate that they use the resources entrusted to the Institute to serve the people of Liberia. NPHIL is accountable to the beneficiaries, the Government of Liberia, and the donors.
- **Equity:** NPHIL shall openly recognize disparities within the organization and in health outcomes of the people of Liberia and shall be committed to reducing health inequalities and increasing equity for all.
- **Partnership:** NPHIL shall recognize that sustainable success involves collaboration – among the staff of the Institute, with other agencies of the Government of Liberia, target communities, and external partners - based on mutual trust and respect, a shared vision and goals, commitment, and active participation by all involved.
- **Quality:** NPHIL shall deliver high-quality programs, services, knowledge, and expertise.
- **Productivity:** NPHIL shall generate tangible results that contribute to the prevention and control of public health threats.
- **Innovation:** NPHIL is a learning institution that takes pride in the ability and willingness of its staff to initiate innovative approaches that contribute to achieving the Institute’s mission.

3. Partnership Defined

Partners and donors include government agencies and international organizations, as well as foundations, international financial institutions, academia, private sector entities and/or individuals that collaborate with the NPHIL in fulfilling its mandate, in reaching the objectives of the partnership or in implementing NPHIL's activities.

Partnerships are voluntary and collaborative relationships between NPHIL and one or several other partners. In this collaboration, all participants agree to work together to pursue a common objective or undertake a specific activity and to share risks, responsibilities, resources, competencies and benefits to achieve their objectives, the objectives of their partner, and the overall objective of the partnership.

4. Overview of Partnerships with NPHIL

The National Public Health Institute of Liberia (NPHIL) receives support from the Government of Liberia and partnering institutions to fully and comprehensively implement public health strategies for addressing epidemic-prone diseases. For the purposes of this document, NPHIL will provide specific criteria against which all partnerships will be measured and approved to ensure that they are productive and are consistent with the objectives of NPHIL and will actively assist in achieving its goals.

Partnerships, which complement government's action and allow NPHIL to access new knowledge, expertise, financing and resources that are often critical to advancing its work are encouraged. NPHIL is looking to establish partnerships that directly or indirectly support its goals, and help it to leverage skills, expertise and other resources that will support and advance its mandate.

The central role of the Division of Global Health and Partnerships is to assist partners in the implementation of their activities. These guidelines for partnership outline the purpose, benefits and guiding principles of partnership with NPHIL. NPHIL has prepared these guidelines with the aim of facilitating new partnerships. Specifically, to:

- i. Summarize procedures for the establishment of partnerships;
- ii. Assist partners in understanding procedures and engagement requirements;
- iii. Safeguard the integrity, impartiality of NPHIL and prevent and mitigate potential risks of adverse impacts on people and the environment;
- iv. Provide NPHIL staff with a clear understanding of the approach to and policies on partnerships.

NPHIL shall seek to engage in mutually beneficial collaborative partnerships with entities that share its core values. All partnerships with NPHIL will be based on mutual respect, and a shared long-term vision of sustainable institutional capacity and will work in partnership with national and international entities to establish an integrated and comprehensive approach for preventing and controlling public health threats. Partnership activities must add value by increasing the efficiency and/or effectiveness of the NPHIL's work, either by resource mobilization or leveraging mutual synergies.

Benefits:

- Partnerships with NPHIL should provide opportunities to engage in the public health sector of Liberia, NPHIL fully acknowledges partnerships and partners' contributions.
- NPHIL brings to the partnership its extensive knowledge of and experience with public health intervention in Liberia

Each partnership agreement is different and will depend on the partners that are involved and the purpose of the partnership. Partnership that is brought together in situations where funding is involved (e.g. to implement a funded project) need to have more formalized arrangements as compared to partnerships that lack funding. Where an external funder is involved, the agreement should consider what the funding body expects, and specific requirements shall be laid out in an agreement.

5. Establishing Partnership

5.1 The Partnership Agreement

A partnership in the context of these guidelines is understood as a voluntary and collaborative agreement between NPHIL and one or more partner entities in which participants agree to work together to achieve a common purpose or undertake a specific task, to contribute financial, material and/or knowledge resources, and to share risks, responsibilities and benefits. This partnership is not for the purpose of establishing a commercial relationship or for commercial or private gain.

A partnership agreement is a contract signed between NPHIL and the collaborating entities(s), which will typically take the form of a Memorandum of Understanding (MOU). The purpose of the agreement is to define the terms and conditions of the collaboration. The MOU aims to establish an agreed upon course of action for accomplishing specific goals entered into by NPHIL and partner(s).

A formal written partnership agreement between the NPHIL and the partner(s), with the roles and responsibilities of the institute and each partner clearly set out, is required before a partnership can be implemented. The role of the NPHIL in each partnership will be determined in the context of the delivery of the activities and in accordance with these guidelines. In addition to delineating roles and responsibilities, the partnership agreement must be based on an understanding of NPHIL and each partner's expectations. The agreement shall define expected contributions based on analysis of each partner's core competencies and accountabilities; and shall agree on clear objectives, operational targets and activities, and monitoring and evaluation arrangements to ensure continuous improvement and the ongoing relevance and quality of activities.

5.2 Components of the Partnership Agreement

All agreements should include, at a minimum, the following:

- Statement of agreement to establish the partnership;
- Clear identification of the overarching purpose and specific objectives of the partnership;
- Institutions involved and location of work ;
- Detailed description of expectations, including tasks to be performed and outputs to be achieved, for each entity involved in the agreement;
- Identification of resources to be supplied by each partner to carry out the partnership objectives;
- Mechanism for Communication and information-sharing amongst partners;
- Mechanism for assessing the partnership performance in meeting the established objectives, with specific timeframes for assessment;
- Identification of contact person(s) for each partner;
- Provision for modifying the terms of the agreement;
- Administrative arrangements (i.e., personnel, travel, supplies, equipment, etc.);
- Process for resolving conflicts: provision for terminating the agreement from the time the partnership is signed by all partners or when the goals of the partnership including joint review and report are completed; or for any other reason;

- Amount of grant (if applicable);
- Duration of agreement;
- The scope, objectives and duration of the partnership;
- The roles and responsibilities of NPHIL and the partner(s), including operational targets and activities;
- The treatment of any confidential information exchanged by NPHIL and the partner(s);
- Conditions relating to the use of NPHIL name and logo;
- The privileges and immunities of NPHIL;
- The indemnification of NPHIL by the partner(s) for its(their) liability towards third parties;
- The provision for dispute resolution, subjecting any dispute arising from the partnership to arbitration in accordance with the arbitration rules;
- Process of renewal of MOU would be on the basis of performance as per the review and quarterly reports submitted. It should be started two months before the MOU ends with the partner;
- Institutional profiles statement of the mandates of the partners and relevance to the agreement being made;
- Confidentiality statement;
- Intellectual property rights this includes publications and attributions of credit;
- Monitoring evaluation of performance of the partnership on a regular basis;
- Termination; and
- Signatures of responsible parties.

Accountability and Transparency

Partnership activities are to be designed and implemented in a manner that ensures that there is financial transparency and accountability during implementation. All financial resources must be accounted for by the Division of Financial Management of NPHIL in which a dedicated project accountant must be positioned to keep records of the day-to-day transactions of a project. All partners to a project must have unrestricted access to project financial records on a quarterly

basis and when needed, in an effort to create reasonable assurances of the usage of project funds. Project budget must be prepared with adequate guidance of the finance department for the purpose of ensuring reasonable estimates in line items. The Division of Financial Management shall report to all parties connected to a project once the project is completed and shall also make copies of transaction records available within three months after the completion of the project. Projects, which exceed the amount of 250,000.00 shall require a separate account to be opened at a commercial bank designated by NPHIL for the purpose of making accountability and reconciliation flexible and easier. All projects financial management shall conform to NPHIL's Financial Management manual/policy, which was prepared in line with ACCA, IFRS, and the Public Financial Management Laws of Liberia.

Confidentiality

Partners must respect the confidentiality of information received from the NPHIL; likewise, NPHIL shall undertake to respect the confidentiality of information received from its partners. Confidential or proprietary information pertaining to NPHIL or its activities, where such information has been acquired as a result of a partnership, shall not be used by a partner or any of its affiliates for private or commercial gain without the written consent of NPHIL.

Respecting Intellectual Property

There must be prior consultation and agreement between the NPHIL and the potential partners regarding the ownership of copyright, patent or other intellectual property rights generated through the proposed activities carried out under the partnership agreement. Partners or any of their affiliates may only use confidential or proprietary information pertaining to the Agency for activities defined in the MOU.

Ethical Considerations

In establishing partnerships and undertaking resource mobilization initiatives, staff must adhere to the highest ethical standards, avoiding both actual and foreseeable potential conflicts of interest, as well as relationships that give the appearance of impropriety.

Conformity to existing rules and guidelines

NPHIL will establish a MOU with all entities interested in collaborating on core activities, which clearly outlines the responsibilities and expectations of each entity.

5.3 Procedure for initiating a partnership agreement

The idea to form a partnership can be initiated by any staff member or the potential partner. However, the Division of Global Health and Partnerships shall assist in managing the process. Preliminary discussions of the partnership activities shall be carried out between the collaborator(s) and NPHIL to evaluate if the partnership aligns with the mission and goals of the Institute. A Letter or Email of intent-describing the proposed partnership, institutional details and of how the partnership align can also be used to initiate the process. The final decision to formalize this arrangement shall made by the Director General or his/her designate by the signing of a formal Memorandum of Understanding (MOU).

5.4 Finalization of the partnership agreement

After the scientific, legal and administrative reviews are completed, the contract/MOU shall be returned to the Division of Global Health and Partnerships for finalization. The Division shall be responsible for submitting copies of the final partnership agreement to the collaborator(s) for final review, approval, and signature. Any substantive changes required by the collaborator(s) shall require another review by NPHIL and other relevant offices.

The Division shall forward copies of the “Final” partnership agreement/MOU to the collaborator(s) for signature. When signed by the collaborator(s), the copies of the signed agreement shall be returned to the Director General of NPHIL for signature. Once signed by the Director General, one original signed copy will be retained by NPHIL, one copy sent to the collaborator(s), and one copy returned to the Division for its files.

NPHIL is encouraged to establish MOU with recognized entities and whereas an individual expresses interest to collaborate on a project, it shall only be done in collaboration with an established entity.

5.5 Roles and Responsibilities of the Division of Global Health and Partnerships

The Division of Global Health and Partnerships shall develop and maintain a list of NPHIL projects that may be conducive for partnership support. Once another organization is approached by or has approached NPHIL about the potential of partnering, the Division shall work to ensure that proposed collaborative activities align with NPHIL projects and, importantly, the NPHIL Strategic Plan. To avoid duplication of activities, with a view to support and promote the equitable distribution of resources between activities, the Division shall consider the information presented at the preliminary meeting/discussion(s) in order to:

- Identify the purpose for establishing the partnership agreement (e.g., advocacy, Public health capacity building, research or other core areas including: Surveillance, Laboratory and environmental health; and
- Assess the risks/liability involved in implementing each component of the partnership agreement.

If the Division believes that the Partnership Agreement is appropriate to pursue, it will contact relevant NPHIL offices/divisions to establish a working team.

The Division of Global Health shall engage the Office of Legal Counsel and other relevant offices at the onset of the negotiation to permit thorough review of complicated ethical and legal questions involved in partnering with an entity.

Once the agreement has been established with the partner, the Division shall maintain the regular updates on operation of the project with appropriate notification to the Director General on progress, needed changes, and/or issues that need attention. The Director General shall be copied on all communications between the Division and relevant actor(s) related to the project.

The Division will be informed about any new collaboration with other Divisions or potential new partnerships and copied on communications concerning the formulation of this arrangement. Moreover, the Division is responsible for sharing SOPs and relevant documents with the partner to ensure abidance by rules and procedures of NPHIL specifically or in Liberia generally. The Division will keep NPHIL senior management informed of all issues and progress relating to this.

5.6 Roles and Responsibilities of the Partner

The partner shall review the NPHIL Strategic Plan and Operational Plan to ensure alignment of objectives. The partner shall be responsible for initially drafting the partnership agreement and for adhering to all relevant SOPs and procedures when partnering with NPHIL.

NPHIL shall review these guidelines regularly on the basis of experience acquired and to reflect lessons learned and best practices

Management:

The following partnership management elements shall be implemented by the division staff at all levels:

- Agreements should be scrutinized and submitted for legal advice from NPHIL legal Division;

- For Research partnerships collect and share with Global Health and Partnerships Division the curricula vitae of the scientists involved;
- For joint research, joint publishing is the preferred way of sharing credit. This shall apply to all types of publication, including proceedings of workshops, manuals, policy briefs and scientific writings;
- NPHIL's staff is expected to share information with partners regularly. Regular communication is a very effective way of ensuring that partnerships remain alive;
- Where the partnership includes capacity building activities, it is very crucial that the process of selecting beneficiaries is transparent and competitive;
- Regular Partnership meetings are recommended. Annually. Such meetings shall be linked to planned technical or scientific meetings;
- The Global Health and Partnerships Division shall assess the state of partnerships using a standard tool developed;
- MOUs shall be observed strictly. At least three months before they expire, a decision is needed on whether they should be amended, extended or allowed to terminate. Early communication with the GH division will enable timely initiation of the appropriate processes to ensure smooth transition or termination;
- Any signs of conflict or disagreement should be shared early so resolutions can be found, using the appropriate measures and offices;
- NPHIL's staff must maintain high standards of integrity; avoid inflammatory communication (verbal or written) with partners; and
- The partner assessment tool may be used with appropriate improvements and contextualization.

6. Procedures and Policies to Know

6.1 Research Partnerships: Adherence to the NPHIL Research Standard Operating Procedure (SOP)

This procedure is intended to ensure that research conducted in Liberia contributes to sustainable local capacity and infrastructure. It provides guidelines for research conducted in partnership with NPHIL in terms of the process for proposing a research project and expectations for the engagement of Liberian scientists in the project, such as through employment and knowledge or skills transfer. See Appendix A for validated research SOP.

6.2 Research Ethics Approval for Studies Involving Human Subjects

Liberia-based studies that involve collection of data from human participants must be approved by the National Research Ethics Board (NREB). Even if projects are approved by ethics boards outside of Liberia, approval by the NREB or another board in Liberia must be based on best practice.

Partners interested in conducting research in Liberia should prioritize the use of NPHIL's staff or expertise, to collect or data analysis.

The research proposal or concept paper must be presented and approved by NPHIL before the MOU development.

6.3 Research Approval for Clinical Trials on Medicines and Medical Devices

An application to conduct a clinical trial is required for the following categories of medicines:

1. Unregistered medicines
2. Registered medicines where the proposed clinical trials are outside the conditions of approval. These may include changes to: a. Indications and clinical use b. Target patient population(s) c. Routes of administration d. Dosage

The application should be submitted to the Liberia Medicine and Health Products Regulatory Authority (LMHRA) for approval after being reviewed and approved by the NREB.

6.4 Laboratory Partnerships: National Public Health Reference Laboratory Access Policy

It is the policy of the National Public Health Reference Laboratory (NPHRL) to strictly control individual access to the laboratory in order to provide data security and secure work place for all employees and visitors. This policy applies to all personnel working on or visiting NPHRL property.

Appendix A

Standard Operating Procedure Governing Research Conducted in Liberia

This procedure is intended to ensure that research conducted in Liberia contributes to sustainable local capacity and infrastructure.

1.0 Responsibilities and authorities of Researchers:

1. Prospective research partners must submit a Protocol that outlines the research to conform to IRB standards, an outline of major activities with timeline and a Memorandum of Understanding (MOU) that includes a section on how the collaboration will contribute to local capacity, as outlined below:-
2. The NPHIL Department of Technical Services, Division of Public Health and Medical Research will be responsible for receiving and reviewing MOUs in consultation with the Deputy Director General for Technical Services (DDG/TS).
3. The protocols from partners will undergo the National Research Ethics Board (NREB) for approval.
4. The partnering institution or individual should provide progress reports at agreed intervals after commencement of research. The Division of Public Health and Medical Research in consultation with the DDG/TS will receive and review the reports to assess adherence to the protocol as approved by NREB.
5. NPHIL's Department of Technical Services, Division of Public Health and Medical Research (PHMR) will be responsible for measuring success in building research capacity and strengthening the careers of Liberian scientists. The Division of Research will report their evaluation to the DDG/TS.
6. All final research proposals, Protocols and MOUs shall be signed by the Director General (DG) of NPHIL. Certificate of commencement of Research activities shall be issued by him/her. Certificate of full conclusion of research shall also be issued by the DG before publication of the search findings.
7. All publications emanating from collaborative arrangement with NPHIL must first be approved by the DG before any publication.

1.1 Procedure:

1. For grant proposals involving NPHIL personnel, the Institute shall be listed as a sub-awardee.

2. For grant-funded projects on which NPHIL is a sub-awardee, indirect costs shall be budgeted at the rate approved by the Grants Office and Department of Research.
3. All activities on grant-funded projects must adhere to a memorandum of understanding between the Principal Investigator, research partner and NPHIL.
4. For projects involving local research staff, investigators must outline an authorship plan which conforms to the authorship of NPHIL. This will provide details about the contributions and roles of prospective authors. Mentorship should be provided to ensure that research staff understands and can execute the appropriate contributions.
5. If research staff have not had experience contributing as authors on scientific articles, training shall be provided individually or in group sessions by the research partner to make them eligible as co-author.
6. For projects involving research equipment/instruments (e.g., electronic data collection tools, laboratory equipment), the research partner shall commit to training local Liberian research staff on the use of these equipment/instruments and be allowed access to use them for the research.
7. For long-term collaborative research between NPHIL and a partnering academic institution, the institution shall be required to facilitate degree training. Specifically:-
 - a. When the research program is longer than 3 years, opportunities for Liberian researcher to pursue a PhD at the partnering institution or an institution in the West Africa Region shall be described in the research plan.
 - b. When the research program is between 1-3 years, opportunities for Liberian researchers to pursue Masters Degrees at the partnering institution or an institution in the West Africa region should be described in the research plan.
8. The partner should conduct Liberia-based training workshops, seminars, or symposiums at least once per year or should support Liberians to attend workshops, seminars, or symposiums internationally. The workshops can be on topics related to scientific article writing, conducting field research, etc.
9. For collaborations involving individual foreign investigators (versus institutions), the partner should consult with the NPHIL Office of Grants and Research to develop a plan for capacity building. For example, the individuals may be asked to teach a short course at a local university.

10. The NPHIL Office of Research Support (ORS) shall be responsible for measuring success in building research capacity through partnerships and in developing the careers of its scientists
11. Scientists employed by NPHIL shall be incentivized for successful grant applications. For every awarded grant, the Principal Investigator will receive 10% of the total budget (minus the indirect costs) up to \$10,000 per year as a bonus to his or her NPHIL salary.
12. The indirect cost payable to NPHIL shall be 10 to 20 percent of the research proposal cost.
13. Liberian partners applying for a grant on which NPHIL is the host institution shall be offered a position with salary comparable to grade upon a successful application.
14. Each awarded grant will have a designated account, overseen by an accountant at NPHIL. The NPHIL Principal Investigator on the grant will be the primary account holder and signatory authority for all expenditures from the account.
15. The division of PHMR) shall host weekly research meetings (one to two hours in length) to provide training in grant writing, study design, etc.

NOTE: Partners are advised to refer to the National Research Ethics Board (NREB) Administrative Procedures and the Liberia Medicine and Health Products Regulatory Authority (LMHRA) procedures for Research in Liberia.

Appendix B

4.0 National Public Health Diagnostics

The public health laboratories provides public health diagnostic and operational research services for surveillance of infectious diseases, communicable, genetic, and chronic diseases of public health concerns.

Laboratory investigation often involves potentially hazardous and regulated materials, such as biological and chemical agents, toxins, and potentially hazardous equipment. For this reason, regular access to NPHRL laboratories facilities is restricted to authorized laboratory personnel, including research associate, staff, and researcher whose presence is part of their normal work, supervised research or is a consequence of collaboration or partnership. Other employees and visiting guests, as well as individuals from academic or research institutions, business organizations, governmental agencies, and vendors, may visit NPHRL laboratories facilities on a short-term, infrequent basis provided that there is an academic, business, or educational purpose for the visit that is related to the operation of the laboratory.

NPHIL top leadership, laboratory managers, and their designees are responsible for making appropriate arrangements for such visits based on considerations of safety and non-disruption of lab activities, and for denying access to non-authorized personnel. Certain laboratories and research support facilities have more restrictive access policies and procedures. In this regard, visitors may not enter any laboratory that requires specialized training and/or a NPHIL appointment to gain access without preapproval from all applicable entities (Molecular unit, TB DST, etc).

Visitors

Individual visiting NPHRL laboratories or research support facilities must indicate the purpose of visit in a request for access to the Laboratory Director and obtained approval prior to visit and on such visit must be escorted by designated laboratory personnel. As relevant, a briefing should be provided regarding activities currently underway in the lab, where not to touch (keeping in mind that potential hazards may not be obvious to visitors)

What to do in case of an emergency, and exit routes:

Under some circumstances, visitors may be asked to wear personal protective gear appropriate for the hazards present in the laboratory or research facility. Visitors or partners access under the conditions described above does not constitute authorization to conduct lab diagnostic and research in NPHRL laboratory or research support facility. Performing diagnostic or research in these facilities requires a formal NPHIL/NPHRL appointment and completion of all appropriate safety and compliance training.

Minors may not visit laboratories or research support facilities except as provided by the policy governing minors participating in clinical or research activities.

Appendix C

Partner Profile Form

Contact Details	
Contact Person(s)	
Organization Name	
Address	
Email	
Phone	
Fax	
Area of Interest	
Overview of the organization	
Project description (project title, duration and funding if applicable)	