



because health equity is a priority

Global Forum Strategy 2008-2014

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Global Forum for Health Research Strategy for 2008 – 2014

The Global Forum for Health Research is an independent, international organization committed to demonstrating the essential role of research and innovation for health and health equity, benefiting poor and marginalized populations.

Introduction

The **vision** of the Global Forum is a world in which the potential of research and innovation is fully utilized to address the health problems of the poor. Its **core values** include:

- Health as a right
- Equity as a principle
- Research as an indispensable tool

The Global Forum has four **objectives** to enable research and innovation to improve the health of the poor:

- 1 Influencing priorities of research and innovation for health by engaging current and future high-level decision-makers
- 2 Increasing coherence among global players and the contribution of partnerships in research and innovation for health through brokerage and catalytic roles
- 3 Strengthening research and innovation in health and health equity to address the health problems of the poor by promoting focused efforts and increased resources for relevant research and innovation, directed to all sectors
- 4 Expanding the use of evidence in policy- and decision-making, through:
 - encouraging systematic attention to research on the health problems of the poor by researchers and policy-makers; and
 - widening the dissemination of research findings in ways that will enable their utilization, by stimulating improved communication between the producers and users of research for health.

The scope of the problem

The importance of health research for development

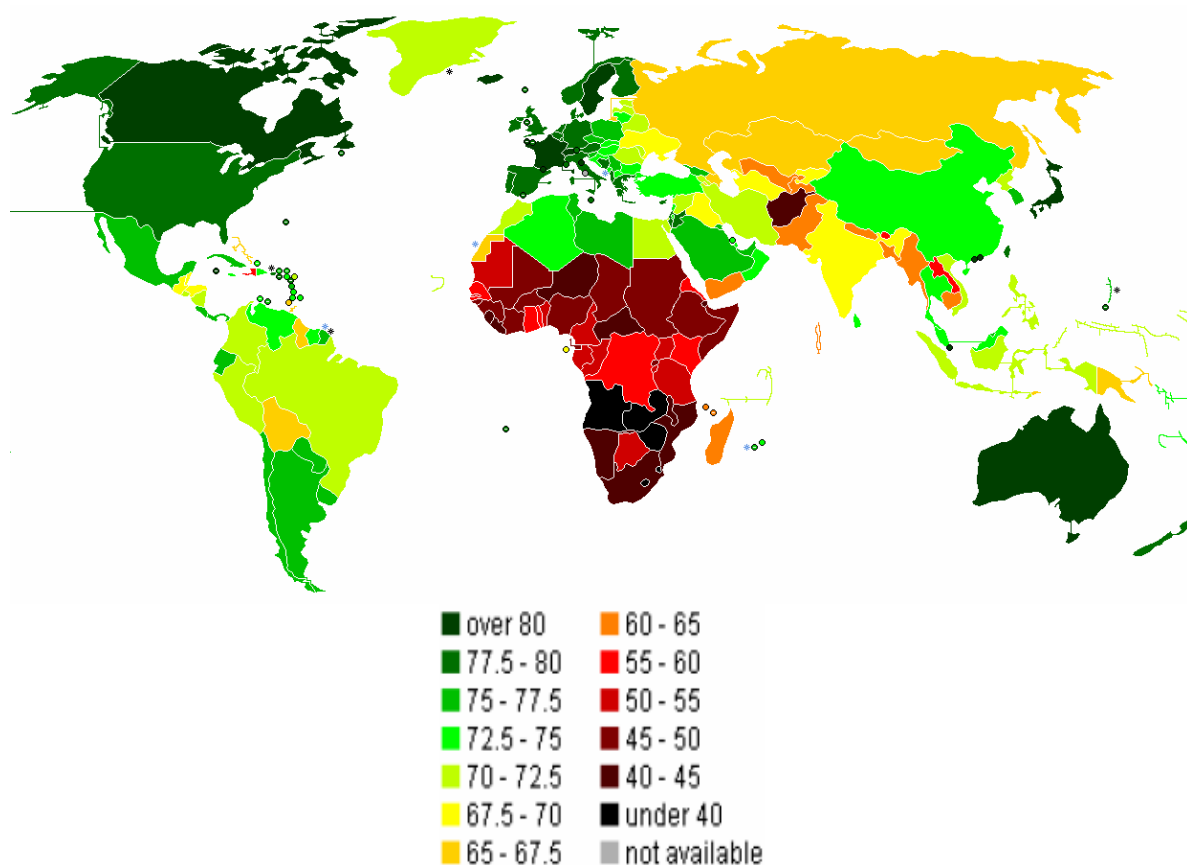
Research has made great contributions to increasing life expectancy and improving the health of human beings in many places during the last century. But the gains in longevity and good health have been very unevenly distributed (Box 1) and, in particular, the poorest regions and populations of the world have derived least benefit.

In 1990, the Commission on Health Research for Development¹ highlighted the vital importance of investing much more in health research for the needs of low- and middle-income countries (LMICs). It argued the need to focus more effort on a range of neglected diseases and conditions affecting LMICs, as well as the importance to these countries of research capacity building and evidence-based priority setting in health research.

The changing landscape

Since the 1990 report of the Commission, the total spent globally on all health research has risen more than five-fold, to over US\$ 160 billion in 2005.² This overall rise includes increases in R&D spending for a range of 'neglected' infectious diseases, including those identified in the Millennium Development Goals (MDGs). There have been increases in the sources of funding and in the channels through which it is applied;^{3,4} and increased investments in research for health by some LMICs developing systematic approaches to the creation and use of knowledge and innovation.^{5,6}

Box 1 Life Expectancies: 2007



Challenges in research and innovation for the health of the poor

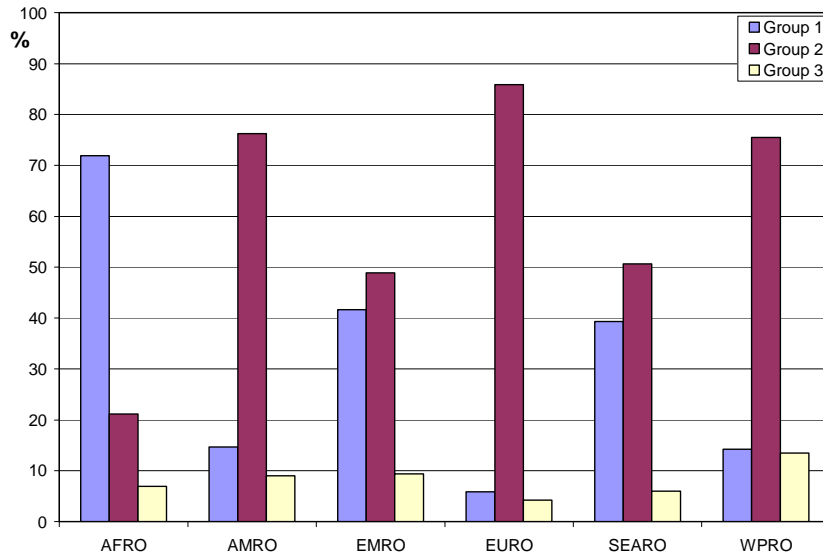
Despite this transformed landscape involving increases in resources, actors and efforts to address the health problems of the poor in recent years, remaining major challenges include:

- Assessments in 2008, at the mid-point to the 2015MDG targets, indicate that many countries are off-track – especially for meeting the health-related targets related to hunger, maternal and child deaths and communicable diseases.
- Beyond the MDGs, a widening the range of health problems require urgent attention, including those associated with the massive growth in noncommunicable diseases in LMICs (Box 2)⁷ and with increasing urbanization, aging populations, climate change and threats of pandemics.
- It is now clearly understood that meeting the MDG goals and breaking the vicious cycle of poverty and ill-health requires the development of effective and equitable health systems.
- Beyond biological causes, other determinants – including economic, environmental, political and social factors – are now recognized to be of central importance as ‘causes of the causes’ of ill-health (Box 3).⁸ Understanding these root causes requires a broad and multi-disciplinary approach to ‘research for health’, which is research undertaken in any discipline or combination of disciplines that seeks to:
 - understand the impact on health of policies, programmes, processes, actions or events originating in any sector – including, but not limited to the health sector itself and encompassing biological, economic, environmental, political, social and other determinants of health;
 - assist in developing interventions that will help prevent or mitigate that impact;
 - contribute to the achievement of health equity and better health for all.

Box 2 The widening range of health problems requiring attention in LMICs

Health problems in LMICs are partly due to 'Group 1': communicable diseases – including neglected tropical diseases such as malaria, African and South American forms of trypanosomiasis, leishmaniasis, schistosomiasis and filariasis, as well as TB and HIV/AIDS – and to maternal and perinatal conditions and nutritional deficiencies. In Africa, over 60% of the deaths in 2002 were due to infectious diseases. But in every other WHO region, 'Group 2' (noncommunicable diseases - NCDs) now account for the majority of deaths. Rates of 'Group 3' (injuries) are much higher in LMICs than in high-income countries.

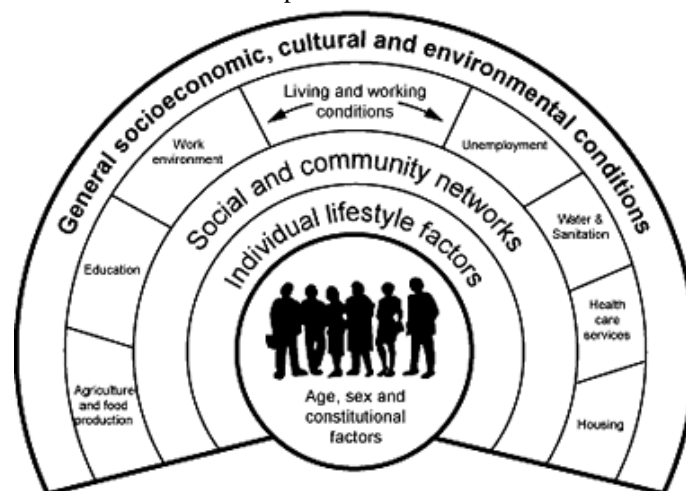
Deaths by cause and WHO region, 2002



www.who.int/healthinfo/statistics/bodgbdeathdalyestimates.xls

Box 3 Enhancing the evidence base on underlying causes and determinants of ill health

Beyond biological causes, a broad array of other factors – including economic, environmental, political and social – act as determinants of health. There is limited understanding of these ‘causes of the causes’ of ill-health and even less evidence on which to base policies and interventions to effectively address them.



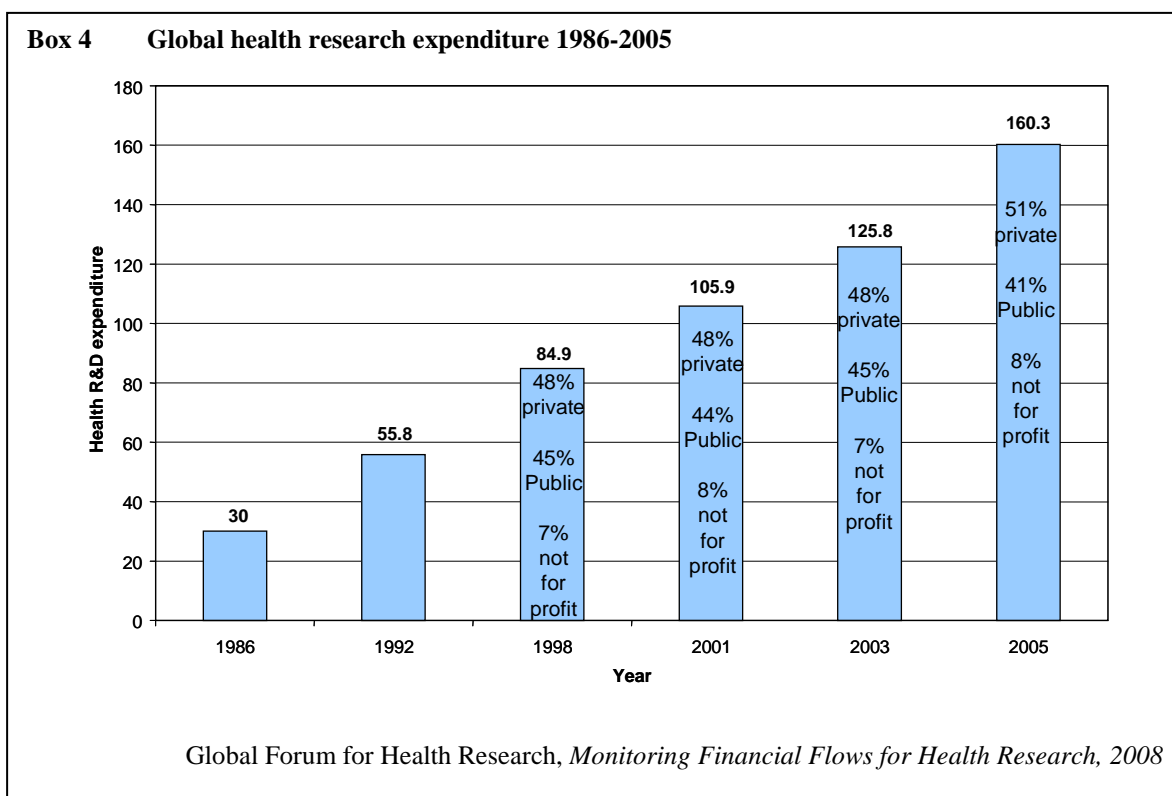
G. Dahlgren and M. Whitehead, Stockholm: Institute of Futures Studies, 1991

Ten Years of the Global Forum for Health Research

Established as an international foundation in 1998, the Global Forum has established a distinctive presence as an authoritative and independent source of reliable data, practical tools and robust arguments regarding research and innovation for the health needs of the poor.

The Global Forum's first decade of activities can be grouped in four areas. It has:

1. **Provided an annual platform for gauging and promoting progress in reducing inequities in global health research funding:** Moving to a different developing country each year, the Forum meetings generate debate and energize movements to understand and address the gaps in research for health. They provide a unique opportunity to bring together stakeholders at all levels, across sectors, disciplines and countries, to focus on the solutions to problems.
2. **Undertaken research, analysis and synthesis work:** The Global Forum provides evidence and robust arguments for greater investments in neglected areas. It is the only organization that regularly tracks global resources for research for health (Box 4). It is also known for its development and application of tools for priority-setting and equity analysis in health research and for work relating to research aspects of health and the MDGs, poverty, equity, product-development partnerships sexual and reproductive health, mental health, etc.
3. **Played advocacy, brokerage and catalytic roles to influence priorities and resources:** The Global Forum has developed a distinctive voice, presenting evidence-based arguments for 'research for health' and engaging with key constituencies such as policy-makers, development agencies, foundations, academic and research communities, civil society groups and the media.
4. **Acted as a generator and incubator of networks and initiatives:** These have focused on neglected areas of health research identified as critical gaps, including:
 - Alliance for Health Policy and Systems Research
 - Child Health and Nutrition Research Initiative
 - Global Network for Research on Mental and Neurological Health
 - Initiative for Cardiovascular Health Research in Developing Countries
 - Initiative on Public-Private Partnerships for Health
 - Road Traffic Injuries Research Network.
 - Sexual Violence Research Initiative.



Strategic Priorities

Three strategic priorities provide the leading channels through which the overall mission and objectives are being pursued in the Strategy 2008-2014:

- 1 Linking resources with priorities for research for health
- 2 Increasing the role of research in supporting the development of effective and equitable health systems
- 3 Strengthening innovation for health in low-and middle-income countries

Strategic priority 1. Linking resources with priorities for health research

1a Tracking resources for research for health

Many government departments and international agencies, as well as institutions and organizations in the public and private sectors, contribute to R&D for health. But very little information is available on the details of how much is invested in relation to specific diseases, conditions or determinants, or for the benefit of specific geographical regions or population groups. Yet, such information is vital in the practices of decision-making, to ensure that priorities and agendas for research for health have a major impact on the health of the poor, using research resources available in more efficient, effective and equitable ways.

Often, research does not address the priority health needs of poor and otherwise marginalized people. Yet, health equity is central to human rights. Information on research gaps in specific neglected areas is very scarce, often fragmentary, widely scattered and difficult to collate and compare.

Research often does not address the broader determinants of health. Yet, the range of research needed to promote, restore and maintain health is much broader than biomedical research, spanning the relationship between health, and, among others, social, economic, environmental and political factors.

Programme areas 2008-2014

Area 1a: Tracking resources for research for health

The objective of this programme area is to identify what resources are being applied to research and innovation on the priority health problems of the poor and whether these resources are sufficient; and to use this information to influence decisions about the future resourcing of priority research.

Strengthening the global tracking of resources for research for health

a. Building the global repository of data on research resource flows

The Global Forum has a key role in encouraging the methodical use of detailed, regular, systematic and standardized information on R&D investments for health in setting agendas and priorities for R&D to solve the health problems of the poor. Building on its expertise, the Global Forum will continue to develop its leading position as a source of regular, reliable information and to use the information to influence decision-makers:

1. The gathering, analysis and synthesis of data will be strengthened, extending the biennial assessments of global expenditures in R&D with the introduction of a Report Card. This will report annually on the extent to which countries and international organizations are meeting the targets that have been set in the domains of development, health and research.
2. More studies will be undertaken of specific components of the global picture, incorporating data from a wider set of sources, including countries; research carried out in universities and other academic institutions, MRCs, NIHS; R&D expenditures in public-private partnerships, including those engaged in product-development, access and service delivery; the private sector, including the pharmaceutical industry and other commercial areas.
2. Engagement with decision makers will be extended, including with those in government departments, international agencies, academic and research institutions and the private sector, to make the case for more detailed, regular, systematic and standardized information on R&D investments for health; and to encourage the systematic use of this information in setting agendas and priorities for R&D to solve the health problems of the poor.

b. Enhancing the global comparability of research resource flows data

To improve the international comparability of data, as a basis for global and local advocacy:

1. Public and private entities already compiling statistics related to health & R&D will be encouraged to produce and report on data on research for health.
2. The Global Forum will initiate efforts and work to promote consensus on an international standardized classification system for measuring investments in R&D for health, to improve global and regional comparability.
3. A purchasing power parity (PPP) index will be developed for research for health, which equalizes the purchasing power of national currencies, to increase the global comparability of national R&D for health investments.

c. Enhancing the capacities of LMICs to generate and use data on research resource flows

Many LMICs have weak statistical systems, often lacking capacities to gather and use data in two critical areas: (a) information on health status and even on basic population counts, such as births, deaths and cause of death; and (b) information on resources allocated to research and how they are used. The correlation of health status with research resources is central to the Global Forum's goal of achieving a more evidence- and needs-based allocation of research resources. Effort will therefore be made to facilitate and encourage the development of sustainable and transparent systems for generating, collecting, synthesizing and comparing evidence for equitable R&D for health investments at national and regional levels. Work undertaken will include:

- further refining the Global Forum's detailed estimation methodology for tracking country resources and encouraging LMICs to adopt research resource tracking and utilize the results in decision-making.
- collaborating with global and regional organizations to promote integration of data on R&D for health in the statistical systems of LMICs.

Area 1b: Helping shape the global agenda and priorities for research for health

The objective of this programme area is to help identify priority research agendas and ensure that the resources that can be marshalled are used to best advantage on research addressing the priority health problems of the poor

Fostering systematic, evidence-based and inclusive priority-setting processes

a. Encouraging explicit attention to the role of contextual factors and values in the decision-making process

The Global Forum has developed the Combined Approach Matrix as a tool to assist in the systematic use of evidence to support research priority setting. Further work will be designed to assist in uncovering experiences and lessons concerning the role of contextual factors and values in the decision-making process when setting research agendas. The aim will be to provide evidence to policy-makers that explicit and informed use of values in priority setting does bring a change to the health of vulnerable populations.

b. Developing and disseminating a benchmarking tool for assessing institutional priority-setting processes

The Global Forum will develop a 'benchmarking' tool that will enable research priority-setting processes to be assessed and compared using a set of defined criteria. The tool will serve as a check-list for assessing the process of priority-setting, to examine the extent to which it is systematic, evidence-based, equitable and inclusive. It will allow organizations to evaluate themselves and give guidance towards further improvement in setting agendas. The tool will allow for adaptation to different circumstances and needs. As well as being disseminated widely, there will be specific engagement with decision-makers in different settings to encourage its application.

c. Promoting the setting and implementing of global priority research agendas for neglected areas

The Global Forum will continue its efforts in working with relevant experts and stakeholders to assist in identifying global research agendas in specific areas and will use the results to actively promote their implementation. This will include work on neglected aspects of research to support the achievement of the MDGs and on a variety of determinants of health, including social determinants, noncommunicable diseases and climate change.

Strategic priority 2. Increasing the role of research in supporting the development of effective and equitable health systems

Well-organized and sustainable health systems are vital to ensure equitable access to effective health interventions. However, knowledge of how global actors can best assist LMICs to construct and sustain health systems in different settings is far from complete and research is a vital tool to support the processes of policy and systems development, implementation and evaluation.

Programme areas 2008-2014

Promoting the conduct and application of policy research

The overall objective of this area of work is to encourage and promote:

- *the conduct of research that examines how global actors formulate policies impacting on health systems development and the extent to which these policies are consistent and coherent; and*
- *the application of this research in building effective and equitable health systems*

a. Expanding the conduct and use of research in global health policy-making

This programme aims to generate greater production and use of policy research that is relevant to health systems development in LMICs. Examples of areas of work that will be undertaken include:

- **Stimulating research to understand and promote greater coherence in global policy-making on health systems development**
- **Identifying critical global issues in policy-making on health systems development**
- **Making the case: learning from successes and failures of global health policies for health systems development**

b. Increasing coherence between global and national research

Working with other interested parties, this programme aims to make the case for strengthening national health research systems as a key factor to enable countries to support their health systems development; and, as a corollary, to make the case for reducing fragmentation in how external partners commission and conduct research.

Strengthening health policy and systems research

The overall objective of this area of work is to help expand the conduct and use of health policy and systems research in developing more equitable and pro-poor health systems.

a. Building the case for HPSR

The Global Forum has played an active role in promoting the field of health policy and systems research (HPSR) and helped to establish the Alliance for HPSR which is now located within the Health Systems and Services cluster at WHO. Over the last few years, the Alliance has been the main advocate for greater research in this area; nevertheless, HPSR remains a grossly under-resourced subject, with few researchers dedicated to the discipline, too little research conducted and published (since that which has already been published is chiefly concerned with higher income countries) and under-utilization of results. The Global Forum will, where appropriate in collaboration with the Alliance, seek to extend the case for HPSR, encouraging both greater resources for research and greater uptake and application of the results.

Tracking and expanding resources for HPSR

The Global Forum will conduct studies to track resources spent at the regional and global levels in the field of HPSR. The scope of this field of research will be delineated and the funders and conductors of research identified, following which studies will be undertaken to measure the annual investment levels in the field. Efforts will also be made to encourage capacity building in countries and institutions to institute regular, standardised collection and analysis of this data and to promote its use in priority setting. The information gathered will be used to leverage improved resources for HPSR and greater attention to using its results.

Building the case for a wider scope for HPSR

Work will be undertaken to expand the HPSR field to include factors outside the health sector that impact on health policies and systems. Examples may include:

- aspects of economic, trade and labour policies at national and international levels;
- considerations of a variety of determinants of health (e.g. some aspects of the social determinants of health highlighted by the Commission are health-systems related);
- welfare schemes aiming at poverty alleviation (e.g. the cash transfer schemes that are beginning to demonstrate real impact on health outcomes when linked with health services);
- cross-sectoral approaches (e.g. integrated early childhood development approaches linking health and education sectors and systems).

The case for devoting human and financial resources to research in this field will then be made, both at global and national levels, demonstrating how such research can improve policy development across a range of sectors that will help to strengthen equitable health systems, including actors outside traditional health systems.

Linking poverty, equity and health research with health systems development

The overall objective of this area of work is to promote the use of research to ensure that health systems development makes systematic use of evidence on the needs of the poor and other marginalised groups and that research is also used to monitor the effectiveness and impact of health system design and delivery on the health of these groups.

Evaluating systems for equitable, efficient and sustainable health care financing

- The Global Forum will gather case studies examining successes and failures in the operation of the three health care financing functions of revenue collection, risk pooling and health care purchasing; and will take the lessons of experience to policy makers, researchers and other relevant and interested stakeholder.
- To promote research for the development of equitable, efficient and sustainable health care systems, the Global Forum will work with partners to develop an *evaluation guideline*, specifically targeted to the needs of LMICs. The guideline will be divided into the three key functions of health care financing systems and will include a set of the most relevant indicators on the three criteria of equity, efficiency and sustainability. Together with partners, the Global Forum will pilot the evaluation guidelines and will promote the use of the evaluation guidelines in different settings, including in impact assessment studies when a new financing scheme is to be implemented, in order to ensure its suitability.

Strategic priority 3. Strengthening innovation for health in LMICs

Innovation is a process encompassing the *generation* of new ideas, their *transformation* into something useful, and their *implementation*. For global health, both social and technological innovation are needed to create more cost-effective interventions. In the long term, the only sustainable strategy to improve health and health equity in LMICs is to build capacity for local innovation so that they can continuously improve the effectiveness, efficiency and equity of their own health systems. Ironically, it is precisely in the poorest settings, where research resources are scarcest and innovation systems are the most fragmented, that research and innovation are needed the most to maximize the effectiveness, efficiency and equity of health systems. All countries can innovate, but

the emergence of innovative developing countries (IDCs) will require new strategies for engagement as development partners rather than as recipients of aid.

Great gaps exist in our knowledge of what works and what doesn't work in national, regional and global contexts. If there is a "global health innovation system," we don't know how to measure its impact, or how to get the most from it. At a national level, data collection is limited, and there is no systematic global mechanism to share lessons learned as countries experiment with new policies and initiatives that affect their health, research and innovation systems.

Overall Objectives

The overall objectives are:

- *Improve understanding of innovation systems at global and national levels through improved data collection and analysis, and improved information-sharing within and among innovation systems.*
- *Increase capacity for innovation for health and health equity in LMICs by advocating for increased internal and external investments, and exploring innovative new investment strategies.*
- *Strengthen transformation of ideas into products and services by nurturing social entrepreneurs and key knowledge brokers in the innovation process, and strengthening regulatory capacity in LMICs.*

Programme areas 2008-2014

Area 1: Improve understanding of innovation systems

The objective of this programme area is to improve the collection, analysis and exchange of information on innovation systems, and their impact on health and health equity, in order to promote evidence-based policies and practices

a. Partnering with global and regional innovation policy research networks

The Global Forum will engage with global and regional innovation policy research networks to help increase understanding of innovation systems and their role in building more effective, efficient and equitable health systems. It will use this growing body of knowledge to advocate for evidence-based policies to strengthen innovation for health and health equity.

b. Creating a global platform for an "Innovation Index" for global health

The Global Forum will work with multiple partners to develop and optimize indicators for an Innovation Index. and to promote the use this Index as a comparative measure of national policy environments, resources and infrastructure relevant to innovation for health and health equity. Many organizations are currently working to collect such data, but each is focused on a different component of the overall system.

c. Defining the "Global Health Innovation System"

The Global Forum will seek to increase understanding of the global health innovation system (GHIS), and how it could be made more effective for LMICs. This will build on earlier attempts to describe the GHIS, based on innovation systems theory, and will propose a framework to explore how countries and institutions could address scientific, market and public health failures more effectively to improve health outcomes for poor people in developing countries. It will also address concerns raised by experts in the global health community over the lack of a global architecture for global health innovation. Insights on the GHIS will be used to advocate for evidence-based policies at the global level to strengthen innovation for health and health equity in LMICs.

Area 2: Increase capacity for health innovation

The objective of this programme area is to identify and promote the adoption of new investment strategies by research and innovation funding agencies, and by existing and emerging donors, to strengthen innovation for health and health equity in LMICs

a. Creating a global network of LMIC research and innovation agencies

The Global Forum will stimulate South-South dialogue on domestic investment strategies to support innovation for health and health equity by exploring the possibility of creating a global network of research and innovation agencies in LMICs. The public sector in LMICs collectively invests US\$ 2.3 billion per year on health research. Lower labour costs and overhead magnify the purchasing power of these investments. A few “innovative developing countries” (IDCs) already produce most of the drugs and vaccines for procurement by global health funds. All have success stories from domestic innovation, and all have potential to do more for global health. The network would include medical research councils, councils for scientific and industrial research, science and technology departments and related agencies. Involvement with such agencies will be an opportunity for the Global Forum to learn, to facilitate discussion, and to share evidence-based messages on research and innovation systems (e.g., the need to monitor financial flows, the need for sound priority-setting, etc.).

b. Identifying and promoting innovative donor investment strategies

The Global Forum will seek to identify and promote innovative new investment strategies, by both traditional and emerging donors, to strengthen innovation for health and health equity in LMICs. It will particularly work in collaboration with the Global Strategy and Plan of Action (GSPA) on Public Health, Innovation and Intellectual Property.

c. Exploring gaps in donor support for strengthening health innovation systems

The Global Forum will seek to understand the landscape of donor support for strengthening innovation systems to address health and health equity in LMICs. A systems analysis across all components of innovation systems may reveal gaps. For example, in their efforts to strengthen research capacity, are donors building sufficient *research management capacity* to establish sustainable innovation systems? What is the current balance of support for the “hardware” of research (technical training, equipment and infrastructure associated with specific research projects) versus support for the “software” needed to keep that hardware functioning (e.g., priority setting, peer-review, ethical review, project management, financial management, technology management, and outcomes evaluation)? The lack of linkages among components may at least as important as the fragility of individual components. Therefore, this analysis will also examine donor support to strengthen linkages and feedback loops within innovation systems.

Area 3: Strengthen the transformation of ideas

The objective of this programme area is to recognize and network people who guide the process of innovation for health and health equity, and to promote the creation of regional regulatory authorities to speed introduction of safe and effective medicines

a. Promoting social innovation management and social entrepreneurship

While the global health community has focused increasing attention on policies and mechanisms to promote technological innovation, very little thought has been given to how countries, donors and practitioners can build a conducive policy environment for social innovation. The Global Forum will work with organizations that nurture and encourage social entrepreneurs and social innovation to open a new discourse in this arena. The Global Forum will work to focus global attention on “innovation managers” who help to broker the transformation of academic ideas for health and health equity. University technology managers are already well organized. But not every useful idea has commercial potential or involves technologies. To bridge the chasms from research to action, “social innovation managers” must speak the language of academics, policy makers, donors, civil society and even journalists. Unlike technology managers, this broader field of social entrepreneurs has no formal recognition as a profession, no professional society, and no network to share experiences.

b. Promoting the creation of regional regulatory authorities in developing regions

The Global Forum will work with other development partners to facilitate the creation of regional regulatory authorities in Africa and other regions. Since the mid-1990s, the European Union has created and strengthened the European Medicines Authority (EMA), and gradually diminished the role of national regulatory authorities (NRAs) in its member states. This experience could serve as a useful model. Every country has a right and obligation to protect its people by regulating the safety and efficacy of drugs, vaccines and diagnostics within its borders. But the current patchwork quilt of NRAs in every developing country (or none in some countries) creates daunting public health problems: low quality and counterfeit medicines, delays in the introduction of new products for global health, and opportunities for corruption. Regional regulatory authorities have the potential to counter all these ills. They introduce economies of scale to improve post-marketing surveillance and quality control, they decrease transaction costs for the introduction of new products, and they can be designed with transparent accountability mechanisms to ensure good governance.

Mechanisms, tools and modalities

The Global Forum engages with decision-makers to improve the disposition of human, financial, institutional and technical resources for research and innovation to address the health needs of the poor. It gathers, analyses and synthesizes evidence on existing efforts, future priorities, needs and gaps in research and innovation for health, using the results to bring cogent and robust arguments to the direct attention of those who set policies and determine priorities. It acts as a convenor of meetings, broker of interactions among key players and catalyst for change – encouraging dialogue, debate, increased coherence and partnership.

The annual Forum meetings (Box 5) serve as a cross-cutting mechanism that contributes to the achievement of all of the objectives of the Global Forum. They will continue to be developed and shaped to maximize the opportunities for active engagements between all the constituencies, for serving as an interface between global and local perspectives and experiences and for highlighting success stories and pathways to solutions to solving the health problems of the poor.

Box 5 Organizing annual Forum meetings

The annual Forums have become established as premier events in the international calendar, with the capacity to attract presidential and ministerial level speakers to the opening ceremonies and to secure the participation of senior national and international policy-makers and organization executives in the sessions. The several hundred participants who join in each year represent a cross-section of the constituencies with which the Global Forum seeks to engage – including policy-makers, representatives of international NGOs, women's organizations, civil society, researchers and research leaders and funders, development agencies, donors, the private sector and the media. The Forums have been moving increasingly in their focus: away from primarily highlighting messages about the investment gaps in health research for development and presentation of initiatives being created to address them; and towards engaging in discussions of the significance and policy implications of successes and failures in research for health and debates about the evolving knowledge of solutions and how to apply them on a large scale. The Forums serve as a platform for dialogue among the key stakeholders in research for health and as a major channel for dissemination of the publications generated by the Global Forum. They have, in recent years, increasingly attracted other organizations who wish to use the event to highlight, launch or distribute major new work, such as the '*Disease Control Priorities Project*' and the World Bank's studies on '*Reaching the Poor*' and '*Financing Health Systems Revisited*'.

Communications strategy

Communicating the new strategy provides the opportunity to refine the definition of various target audiences, to build or renew contacts and develop new networks. Communications work will focus on:

- Developing key messages
- Identifying target audiences
- Understanding how we can reach them
- Developing a range of appropriate products

- Disseminating information
- Strengthening institutional identity so as to be more credible
- Monitoring and evaluating impact.

Essential tools for communications work will include:

- a state-of-the-art interactive website
- a relationship-management database
- good relations with relevant media
- a network of partners.

Monitoring and evaluation

Continual assessments will be needed, both of the efficiency and effectiveness of the Global Forum's efforts in delivering the intended programmes of work, and of the longer term impact that these are having on the field of research and innovation for the health of the poor. Both these aspects of assessment need to be undertaken against a background of evolution in the external environment, where major changes in the domain of actors and funds devoted to research and innovation for the health and in the health conditions and circumstances of the poor may be anticipated.

Assessments will take place at three principle levels:

1. Each individual project or activity in the biennial work plans will have built in monitoring and evaluation measures, which will provide information on the immediate outputs and outcomes as well as indicators of longer term impact.
2. The annual reports of the Secretariat to the Foundation Council will not only include the results of these assessments at the project/activity level, but will provide an overall synthesis at the level of each strategic priority.
3. An external evaluation of the overall work of the Global Forum will be conducted in 2011/2012. This will enable the Foundation Council to carry out a comprehensive review of the organization's mission, goals and work and to make any adjustments necessary for the remainder of the period to 2014 and to look beyond at the next phase of the Global Forum's activities.

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