Instructions:

Template to be completed by the **Staff member**.
Complete one set (up to 4 tables) per activity. The complete set for each activity should not exceed two pages. Use the tables in the template provided below. If you need to provide additional information, such as graphs, tables, reports, please do so as an attachment. The essential information, however, should be included in the summary.

Table 1: Activities Undertaken in 2010-2011. **Briefly** please describe main events and outputs (e.g. workshop, publication with indicators [metrics and/or qualitative] showing the trend in activity). Describe the main outcome/impact of the activity.

Table 2: Activities Planned for 2012-2013. Provide a **brief** description of main activities planned and the intended outcome/impact of undertaking those activities.

Table 3: Future Developments. Indicate the longer term objectives of your program and if appropriate include other key players. Indicate the challenges (dependencies and/or constraints) and opportunities to achieving the goals of your program.

Table 4: Key issues. List up to three issues, and for each indicate whether they are intended for ACHR/CAIS information, discussion, or decision..

The table below is provided to assist you in completing the information requested in the template that follows.

	PAHO Policy on Research for Health
	(a) Promote the generation of relevant, ethical, and high quality research
	(b) Strengthen research governance and promote the definition of research agendas
	(c)Improve competencies and support for human resources involved in research
	(d) Seek efficiencies, enhanced impact, and ownership of research
	(e) Foster best practices and enhanced standards
	(f) Promote dissemination of and utilization of findings

Activity: Governance
Policy Goal: Strengthen research governance and promote the definition of research agendas
Staff member: Luis Gabriel Cuervo

Table 1. Headline Activities Undertaken in 2011-2012		
1.1 Strengthen capacities at PASB to guide and supervise its research activities and to assess past experience in supporting the development of national health research systems, before generating new solutions for present and future challenges		
Events/Outputs	Outcomes/Impacts	Comments/Additional Information
PASB entities receive periodic reports informing about their research resources and outputs	The research registry can produce reports but resources are needed to organize the system and prepare the automated reporting system.	Work with interns has limited impact and requires frequent retraining. Given the confidential nature of the information and the training required, and efficient process may require support from a staff skilled assistant.
All research in humans is reviewed by PAHOERC, as mandated by PAHO Policy	Research registration provides a straightforward process to submit to PAHOERC (same system, just tick a box). However, adherence is variable between PAHO entities and engagement in country offices remains low.	Advocacy and streamlining processes requires resources to support this corporate activity promoting adherence to research registration and issuing of periodic reports to entities and the PASB Executive characterizing PAHOs resources and outputs related to research.
Work with Human Resources Management to integrate research capacity issues in relevant job application processes, to brief new staff and to keep key skills current amongst existing staff.	Key research skills identified and promoted in PASB; relevant staff are capable of using research and knowledgeable of what to ask for when organizing technical cooperation or consultancies.	Research methods evolve; skills need to be reinforced. Measurable and credible means to assess capacities to use (or produce) research can be integrated into selection, and promotion & retention processes.
PAHO is participating in the WHO Guideline Review Committee; other regions have joined.	PAHO Guidelines, relevant publications and technical recommendations meet recommended standards.	Continuous improvement processes; adherence and continuous education to reach all relevant staff. Uptake remains patchy. A virtual course under preparation
1.2 assist Member States in developing appropriate research governance structures and in strengthening and maintaining sustained public trust and engagement with research;		
Events/Outputs	Outcomes/Impacts	Comments/Additional Information
Countries have accessed to organized national, sub-regional and regional information and descriptors about their health research systems (HealthResearchWeb): governance and policies, research priorities, research ethics, institutions and experts, blackboard announcements, etc.	Countries actively participate maintaining and uploading descriptors and key information about their national health research systems. Enhancements and maintenance strengthened by regional conferences such as the Latin American Conferences on Research & Innovation for Health, CHRC, Global Forum, EU-LAC	This platform to be integrated with others to minimize duplication and provide a better service. E.g. ICTRP, PROSPERO, Regional Platform on Access and Innovation for Health Technologies, BIREME, PAHO Health Indicators and Country profiles; CVLac

Expandable map of countries that uploaded a policy document on research for health

Key information about clinical trials taking place in countries can be easily accessed.	ICTRP provides up to date information about research protocols for on-going and initiated clinical trials done in countries. To 9 Oct 2012 it provided details of 7109 registered clinical trials from Latin America and the Caribbean (1923 in children) of which 1927 (505 in children) are recruiting participants.	Links to be established with regulatory authorities. Growth and adherence being monitored by PAHO; shows substantial growth of clinical trial registration that varies by country.
Technical cooperation provided to countries interested in promoting legislation for trial registration	Countries develop policies to promote clinical trial registration linking them to grant payments and regulatory activities.	Successful models from the region to learn from.
Countries have organized information of >1100 ethics review committees and nearly 300 research institutions in LAC.	Opens opportunities for networking, training, characterizing, monitoring and evaluation. Expandable map of Ethics Review Committees	

1.3. support countries in developing strategies and action plans to implement and articulate policies for research for health and innovation, as well as in developing strategies and action plans to implement PAHO's Policy on Research for Health;

Events/Outputs	Outcomes/Impacts	Comments/Additional Information
Generate evidence that informs about the divide between producers and users of research evidence for public health.		Research is underway to prioritize research questions related to finance, human resources and governance of the health system; a preliminary analysis suggests that researchers and decision makers largely agree on the problems of health systems, also considering universal coverage as a goal.
COMISCA Countries work towards a	Shared resources and harmonized strategies for	COMISCA established the Commission on

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regional strategy to advance the Policy on Research for Health	Central America and Dominican Republic	Research for Health and is monitoring progress.
Sustained efforts to develop, implement and update policies and agendas on research for health in Member States	The map of countries in the region with a current policy and agenda on research for health grows; focus on analysis, monitoring and evaluation to establish lessons learned and strategies for the enhancement of these policy documents and their implementation.	Regional monitoring and evaluation to be resourced and periodically reported.
Equidad Listserv reaches out to audiences to present issues and resources relevant to equity and research for health	It has been estimated that Equidad reaches about 30,000 users.	

1.4 foster an appreciation, at the political level, of the value of research in accelerating health improvements and development, and seek political commitment to national health research aiming for the allocation of at least 2% of the budgets of ministries of health to research and research capacity strengthening, in order to reach funding levels proposed in WHA resolutions, expert committees, ministerial forums and strategic plans

Events/Outputs	Outcomes/Impacts	Comments/Additional Information
Analysis of financial flows on research for health; mapping of work done by other agencies.	To be completed.	COHRED has contributed to the assessment of financial flows (e.g. Brazil) but a systematic review is needed to get a comprehensive picture of what is known, and this requires resources and partnership with other agencies.
PAHO to lead by example	Analysis of PAHO's investment in research for health once research registration is enhanced and new administrative tools are deployed.	Administrative tools are under development at PAHO and work will be done to promote that these tools capture resources invested in research for health.
CEWG discussions underway with the Governing Bodies and consultations taking place	Countries adopting strategies to fund research for health	
The Art for Research exhibition (www.paho.org/artforresearch) is targeted towards illustrating that research for health is a worthy investment for society.	Art for Research focuses on the returns of research through success stories from the region (documentary photography by Jane Dempster: research on the move) and the transformational role of champions (Museum photography by Theo Chalmers: Shaping the World)	Exhibitions have taken place in Europe (Madrid, Barcelona), Africa (Cape Town, Global Forum) and the Region (Honduras). Exhibitions being planned in El Salvador, Colombia, US, China for the 3rd quarter of 2012.
Safe Motherhood initiative highlighted scalable safe and effective initiatives to improve maternal and neonatal outcomes.		
Research grants mobilization strengthened to promote relevant and ground breaking research with excellence throughout the region	NIH/NCI workshops to enhance the quality of research grants applications from Latin America and the Caribbean.	Need to explore means of promoting research on some key areas while protecting innovation and groundbreaking research as well.

1.5 help governments increase their capacity to adapt, disseminate, and use knowledge translation tools that facilitate linking research to health care policy and practice and to the assessment and selection of health technologies, essential medicines and devices;

Events/Outputs	Outcomes/Impacts	Comments/Additional Information
Countries have teams of people able to integrate research findings into policy development processes, conduct dialogues with stakeholders, and identify key research that needs to be promoted	Countries have tools to integrate research into policy and the means to run rapid response mechanisms to provide timely quality research evidence to address critical questions.	See EVIPNET under Impact
Evidence Portal works as a one-stop shop on evidence for policy	BIREME working with key partners including the Cochrane Collaboration and Health Systems Evidence to integrate these resources to the virtual health libraries.	New models for financing regional and national access to sources of information being explored.

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Technical cooperation at PAHO uses EVIPNet tools	Enhanced consistency and standards in PAHO's technical cooperation. PAHO Staff adhere to the proposed standards.	Technical areas and country offices have been adopting EVIPNet standards and methods; EVIPNet Americas is quite unique in the involvement of PASB staff in the country teams.
Scientific approaches used to identify priority research questions within different research lines.	Allows identifying research gaps and flagging essential research that can make a difference.	Chapman E, Reveiz L, Chambliss A, Sangalang S, Bonfill X. Cochrane systematic reviews are useful to map research gaps for decreasing maternal mortality. Journal of Clinical Epidemiology - (2012) - Accepted 4 September 2012. Chapman E, Reveiz L, Sangalang S, Manu C, Bonfill X, Muñoz S. Global research priorities for decreasing maternal mortality: an international Delphi-like study. In process.

1.6 work with Member States to strengthen research as a public health function, developing agendas for research for health, institutional research capacity, and technical assistance, and support research in public health at the subnational level

Events/Outputs	Outcomes/Impacts	Comments/Additional Information
Enhanced capacities to plan and implement health programs using research	New assessment of research as a public health function in the regions	Needs planning and resourcing, and harmonization with other EPHF evaluations. To-do list.
Research synthesis shared by countries and used to tackle problems using a systems approach	Networks provide global evidence that can be used to inform local decisions.	E.g. addressing 5 vector borne diseases using an integrated approach. A systematic review on water and sanitation used to elevate these issues as determinants of health and for adaptation at the local level for implementation.
Networking and collaboration between countries with different opportunities and capacities to develop quality relevant research	EU-LAC health and NIH efforts focusing on establishing partnerships with Europe and the USA respectively	

1.7 assist Member States in monitoring funding flows for research for health in relation to the needs and expenditures required and, when necessary, advocate for resources to be redirected to priority areas, monitoring progress in reaching recommended milestones

Events/Outputs	Outcomes/Impacts	Comments/Additional Information
See 1.5: efforts to prioritize research questions.		
Development of research agendas and priorities.		Requires strengthening efforts to engage development and funding agencies in supporting identified priorities.

Table 2. Headline Activities Planned for 2012-2013		
Event/Output	Intended Outcome/Impact	Comments/Additional Information
		Research is underway to prioritize research questions related to finance, human resources and governance of the health system; a preliminary analysis suggests that researchers and decision makers largely agree on the problems of health systems, also considering universal coverage as a

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		goal.
Research becomes integral to PAHOs work and resources and outputs are monitored. PASB leads by example in the strengthening its research governance and stewardship.	PASB established a research coordination group to support and monitor its implementation of PAHO's Policy on Research for Health	Requires engaging technical and administrative teams in HQ and country offices; lessons learned from the integration of Gender as a cross-cutting issue in PAHO
All research in humans is reviewed by PAHOERC, as mandated by PAHO Policy	Research registration provides a straightforward process to submit to PAHOERC (same system, just tick a box).	Administrative processes need to be reviewed and reengineered to streamline them and avoid projects being missed. Adherence needs to be promoted and it needs to be clear that registration of research is not waived with financial delegation of authority.
Processes streamlined so that all research in PAHO is accounted for	Reports of PAHO's research are comprehensive and allow characterizing contributions by entity/ office. A successful cross cutting process with a systems approach to account for research outputs and capacities, and to identify financial flows for research at PASB. Model can be later replicated/adapted as part of the technical cooperation to countries.	Requires organization wide reorganizing, simplifying and aligning processes with administrative, financial, procurement, legal, and managerial areas. Additional political and technical support needed to make it happen given the complexities of the systems
PASB Staff and country teams have the skillsets to deliver evidence-informed recommendations and helpful robust guidelines.	A virtual course for PAHO's Virtual Campus being prepared for Countries and PASB Staff on standards and processes to prepare evidence-informed guidelines and technical recommendations (in line with WHO Guidelines standards)	
Publication of regional (and sub-regional) priorities for research on key topics	Countries and regional work groups can interact with research sponsors and contributors having a rounded set of priorities acting as a linchpin.	

Table 3. Future Developments		
Objectives	Challenges/Opportunities	Comments/Additional Information
Convene donors and development agencies seeking to fund priority areas, underrepresented key areas (e.g. health systems research) and transformational research questions	Requires a mapping of stakeholders and actors aligned with areas of interest; a complex political exercise.	
Having consistent meaningful data about health research systems	Harmonization of indicators	
	Links and integration of platforms and databases	
Understand all the routes, processes and capacities relevant to research and research governance at PASB	Explore integrated approaches to enhance research governance	Research at PAHO is done in many different entities with some programs having a coordination for research (E.g. TDR). There is fragmentation with different needs, agendas and resources that need to be reconciled. Boundaries and responsibilities need to be well defined and the benefits of enhanced research governance need to reach the entities in a timely fashion to gain support.

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Table 4. Key Issues	Indicate if information is provided for Information, Discussion or Decision
1. How to better organize PAHO's research coordination? Does the location in the organizational structure matter?	There are mixed views on how to better do this within the organization. The added value needs to be clear to managers and an opportunity to integrate the research registry as a management tool.
2. How to better engage development and funding agencies with different agendas in financing key research?	
3. How to promote public engagement, monitoring and evaluation and better accountability on research for health	
4. What is needed to find common ground in the research funding proposals (CEWG) and how to reconcile the needs of countries with a strong research culture versus those with the need to develop? What kind of efforts should countries be sponsoring considering their research capacities?	