



Canadian Coalition for Global Health Research

Strategic Plan: 2015 to 2019

I. Background

“Fragmentation in global health research is stifling potential impacts. A Canadian vision for global health and the role of research demands renewed and practical efforts that create incentives for communication, coordination and collaboration within the global health research community, along with frameworks or metrics to assess, monitor, or evaluate efforts and impacts in global health research”

Canadian Academy of Health Sciences (CAHS) Expert Panel on Canada’s role in global health

Since its founding in 2003, the Canadian Coalition for Global Health Research (CCGHR; referred to hereafter as the Coalition)) has sought to establish an organization representing Canadian global health researchers and their low and middle and middle income country (LMIC) partners, across all disciplines, with the aim of generating and translating knowledge for equitable health solutions. **Within Canada**, we envision a connected and vibrant global health research community in which members network, plan, produce, evaluate, exchange, and champion knowledge for better health, informed policy and strengthened health systems that is equity sensitive. The Coalition envisions a Canadian global health research community that is adequately funded, harmonized and benefits from academic freedom as well as strong political and institutional support. This is accomplished through fostering Canadian leadership, advocacy for global health research, strengthening capacity, networking and facilitating effective, sustainable and equitable partnerships in LMICs. **Globally**, we envision a strengthened health research community engaged in dynamic, equitable partnerships with the Canadian global health research community, where both draw upon and complement the others’ expertise, needs and abilities. With particular attention to LMICs and the issues of coordination, knowledge brokering, and strengthening capacity, the Coalition sees its virtual platform approach as a unique contribution to the development of knowledge bases, research leadership, and LMIC national health research systems.

In preparation for the writing of the Coalition’s 2015 to 2019 Strategic Plan, a planning retreat was held in October 2014. This was followed by a national consultation with Coalition members and a SWOT (strengths, weaknesses, opportunities, threats) analysis. Summaries of each of these activities are found in Annexes 1, 2 and 3.

II. Context

The past five years have seen important developments, both within the Coalition and external to it. This includes:

- increasing interest in global health research capacity strengthening in Canada and beyond. [*An important Canadian example is the “Global Health Research Capacity Strengthening Program” (GHR-CAPS) of the four Québec-based universities*]
- the launch (in 2010) of the Coalition’s institutional membership initiative leading to the creation of the University Advisory Council (UAC), including its interest in mentorship and leadership development
- the Coalition’s “mentorship stories” project—the stories are now on the website;
- the ongoing development of the country partnerships program
- the stepping down of the Coalition’s founder and National Coordinator (still playing a leading role in the Coalition’s capacity building and harmonization initiatives)
- creation of a new Canadian Maternal, Newborn and Childhood Network (CAN-MNCN) with overlapping objectives and activities
- creation (in 2014) of the Students and Young Professionals (SYPN) network within the Coalition
- the recent (2014) emergence of Coalition student chapters at Canadian universities
- the success and future potential of online platforms such as the Coalition’s own “Harmonization Initiative”, and the Virtual Platform Laboratory (VPL) project
- the evolution of the Summer Institute (SI) program. The “regular” SI’s were discontinued after 2010 to facilitate a formal evaluation of the SI program. In 2015, the program was renewed in the form of the Mongolia-based SI-8. As a different model, two collaborative CCGHR-Queen’s University SI’s were conducted in 2013 and 2014.
- The emergence of corporate sector funding of global health research and the requirement of matched private sector funding

III. Mission, Vision and Values

The Canadian Coalition for Global Health Research is a network of people committed to promoting better and more equitable health worldwide through the production and use of knowledge. To achieve this vision, the Coalition networks, facilitates, coordinates and strengthens capacity with the ultimate aim of advancing equitable solutions to priority health challenges worldwide.

Within Canada, we envision a connected and vibrant global health research community in which members network, plan, produce, evaluate, exchange, and champion policy relevant and equity-sensitive research and knowledge. Through an increased attention to knowledge translation, resource mobilization and communications, the Coalition envisions a strengthened Canadian global health research community that is better funded, routinely exchanges knowledge, builds upon this robust knowledge base, enjoys strong political and institutional support, fosters new leaders, and develops powerful, sustainable and equitable

partnerships with like-minded individuals in LMICs, high-income countries (HICs), and in the “spaces” connecting the two. Globally, we envision a strengthened health research community engaged in two-way, dynamic partnerships with the Canadian global health research community, where both draw upon and complement the others’ expertise, needs and abilities. With particular attention to LMICs and the issues of coordination, knowledge brokering, and strengthening capacity, the Coalition sees its multidisciplinary approach as a unique contribution to the development of knowledge bases, research leadership, and LMIC national health research systems.

Vision

Democratic and accountable knowledge generation and application contributing to equitable, improved health and wellbeing worldwide.

Mission

To promote global health research as a model and a driver of collaboration, partnership and equity in the generation and use of new knowledge for improving health and wellbeing globally.

Values

- **We value equity.** In EQUINET’s useful definition, an equity focus emphasizes the fundamental differences in health status that are “unnecessary, avoidable and unfair”. The Coalition is dedicated to advancing knowledge-informed solutions that work to reduce disparities, redistribute social, political and economic resources, and increase individual and collective choice.
- **We value research.** Among the many global health interventions, we believe that research is a central input not only for evidence-informed decision-making, but for a fuller scientific understanding of health and society. Global health research is a critical tool for achieving fair and just health outcomes for all.
- **We value inclusiveness.** We value knowledge as a collective production that involves not only experts but also people’s life experiences. Due to its collective nature, knowledge should be available to all without restrictions.
- **We value learning.** As a learning organization, we are committed to the principles of “evaluative thinking,” routinely seeking to understand, document and review our performance in order to continually improve upon it.
- **We value sustainable solutions.** We advocate for the greater use of research and science because we believe they hold the key to sustainable solutions.
- **We value locally-owned and locally-driven initiatives in the LMICs where we work.** In response to elaborated needs, we strive to strengthen national health research systems in LMICs.
- **We value leadership for change.** We bring our collective experience and knowledge and invest in leaders who can push for knowledge-informed change.
- **We value gender equity.** We believe that understanding and integrating gender equality issues in all aspects of our work is essential to our broader goals of reducing disparity.

IV. Coalition Objectives

Table 1. Coalition Priority 1: Capacity Building Program (CBP)

Focus	<i>Through the various components of the CBP, the Coalition will contribute to the following outcomes over the next five years . . .</i>
IN CANADA	<ul style="list-style-type: none"> • A strong multi-generational cadre of competent Canadian GH researchers and leaders, demonstrating cutting-edge competencies and the principles of the Coalition Charter, facilitated through at least two annual Coalition Institutes, and a Coalition-sponsored leadership development program. • A dynamic network of students and young professionals (SYP) promoting collaboration and networking across Canada, including provincial and regional inter-university events (forums, symposia). • Examples of well-functioning, sustainable CCGHR student chapters in at least 50% of UAC member institutions. • Canadian universities effectively promoting GHR and GHRers through improved within university networking (harmonization), training in core competencies and principles, mentoring, and policy influence. • Examples of collaborative inter-university, trans-disciplinary research groups with products that are being used for new and/or changed policy influence, program implementation, professional practice, and capacity building. • Stronger linkages, partnerships and networks between Canadian GHR stakeholders and their counterparts in partner LMICs and globally. • A body of multi-faceted resources available on the Coalition’s knowledge platform, to support and strengthen Canada’s GHR community.
IN PARTNER LMIC’S	<ul style="list-style-type: none"> • A strong multi-generational cadre of competent LMIC GH researchers and leaders in the field, demonstrating cutting-edge competences and adaptations of the principles of the Coalition Charter. • Strengthened relationships, partnerships and networking between stakeholders within each partner LMIC, supporting greater communication, coordination and collaboration—resulting in a strengthened national health research system. • Strengthened relationships and partnerships, linking LMIC GHRers with counterparts in Canada, and in other partner LMICs resulting in enhanced harmonization and learning.
CCGHR ITSELF	<p><i>In realizing the above outcomes, the Coalition will achieve strengthened organizational capacity to promote global health research. This will see the Coalition:</i></p> <ul style="list-style-type: none"> • Use lessons from its own experience, and innovations from around the world, to inform the Coalition’s annual work plans, and also to modify the 5-year strategic plan as appropriate • Produce innovative methods and tools that are extensively used by individuals, institutions, organizations and networks within Canada and globally.

Table 2. Coalition Priority 2: Advocacy and Policy Influence

Focus	<i>The Coalition will conduct advocacy and influence policies affecting global health research with the aim of achieving the following outcomes.....</i>
GLOBALLY	<ul style="list-style-type: none"> • Foster greater awareness and understanding of the role of GHR in promoting global health equity through strategic communication and knowledge brokering efforts. • Foster and support opportunities for moving GHR into action within Canada, in partnership with our LMIC colleagues, and with global, intergovernmental institutions through our “institute” programs. • Advocate for equitable partnerships between LMIC and HIC researchers through communication of our partnership toolkit.
IN CANADA	<ul style="list-style-type: none"> • Develop and implement effective communication tools to support GHR research, with the goal of: <ul style="list-style-type: none"> ○ Enhancing the public’s understanding of Canada’s strategic role in GHR ○ Creating support for funding GHR within Canada
WITHIN CCGHR	<ul style="list-style-type: none"> • Enhance and expand our communications platform to ensure that we provide appropriate and effective mechanisms for engaging with our network and key external stakeholders. • Continue to build our effective presence in the knowledge translation field, updating and developing tools, and creating a Coalition “KT brand”. • Expand our involvement and presence in key global health research venues, and encourage development of regional Coalition-led events.

Table 3. Coalition Priority 3: Governance and Sustainability

Focus	<i>Over the next five years the Coalition will achieve strengthened governance and sustainability through the following,</i>
BOARD OF DIRECTORS	<ul style="list-style-type: none"> To create a more diversified board with i) two SYP members, ii) at least three LMIC members, iii) at least two members from non-health disciplines, iv) ex-officio members from CSHI, CUGH and others to be determined
SECRETARIAT	<ul style="list-style-type: none"> Coalition support staff will be in place to fully support all approved Coalition activities
MEMBERSHIP	<ul style="list-style-type: none"> To revise institutional memberships to reflect within university global health units and a revised membership fee structure To increase individual memberships from 500 to 800. Institutional memberships to be expanded to include Canadian and International NGOs
REVENUES	<ul style="list-style-type: none"> Achieve sustainable annual revenues that will adequately support all planned activities of the Coalition To identify new revenue sources that will meet the goals set in an ideal Coalition core budget (refer to appendix 4)
NETWORKING/ PARTNERSHIPS	<ul style="list-style-type: none"> To establish formal agreements that insure synergy of effort with national and international global health organizations, including i) Canadian Society for International Health, ii) Canadian Maternal, Newborn and Child Health Network, and iii) Consortium of Universities for Global Health.
LMIC ENGAGEMENT	<ul style="list-style-type: none"> Representatives from LMIC will provide inputs on the views and needs of LMIC countries. Establish research partnerships between Coalition and LMIC institutions in which there is a horizontal relationship with equal or similar benefits for all organizations involved.
STUDENTS YOUNG PROFESSIONALS ENGAGEMENT	<ul style="list-style-type: none"> Established and supported student and young professionals network (SYPN) Established and supported university student chapters
COMMITTEES/ WORKING GROUPS	<ul style="list-style-type: none"> For each of the Coalition's internal units formalized, specific roles and responsibilities will be defined for all members.

V. Strategies and Implementation

1. Capacity Building Program

Introduction:

Since its launch in 2003 the Canadian Coalition for Global Health Research (CCGHR or “Coalition”) has featured capacity building (or development) in all of its strategic plans. In the most recent strategic plan (2010 to 2014), the Capacity Development Program Area (CDPA) had three main components: the summer institute program (focused on “catalyst competencies” for global health research), an annual learning forum, and the country partnerships program. Deliberations at the strategic planning retreat (October 2014) strongly confirmed the importance of maintaining, and in fact strengthening the Coalition’s work in this area. This was reinforced in the recent SWOT analysis.

Goal:

To prepare competent global health researchers, working in capable institutions and networks, to address health inequities in Canada and globally in partnership with individuals, institutions and networks in low and middle-income countries.

Activities/strategies:

To achieve this goal, the CBP will use the 3-level framework adapted from the previous strategic plan—that is: individual, institutional and “system” levels, although it is recognized that there will be some overlap of activities across these levels. The program will draw heavily on two “resource groups”: the Student and Young Professionals Network (SYPN) –see Box 1, and the University Advisory Council (UAC) - see Box 2. The proposed responsible groups for the various activity areas can be found in Table 1.

Box 1

The Student & Young Professionals (SYP) Network

In 2014, the first SYP Committee was brought together to formally represent Coalition members who are students and young professionals. This was an important step in recognizing the unique needs and interests of SYPs and acting on the opportunity to build capacities among this subset of the CCGHR membership. The SYP Committee, made up of SYPs, works to represent SYP interests in broader CCGHR activities and to facilitate networking and capacity-building activities directed specifically at SYPs. Thus far, activities supported by the SYP Committee include:

CCGHR Student Chapters: A CCGHR Student Chapter is a student-led initiative designed to foster research and networking in global health among University students across all disciplines and at all levels of university study. Its goal is to bring together students interested in global health research and provide a collaborative environment to enhance learning through educational discussions, seminars, and social networking.

- In 2014 and 2015, the SYP Executive Committee supported interested students in developing CCGHR Student Chapters at their universities. Two new student chapters were created (Brock University and Waterloo University) in addition to the pilot chapter created in 2013 (McMaster University).
- The three existing Student Chapters collaborated to host the 2nd CCGHR Undergraduate Global Health Forum in February 2015, with a theme of empowering sustainable initiatives in global health research that build local state capacities.
- A plan is underway to increase support for students developing Student Chapters across Canada in the 2015-2016 academic year, including upcoming Webinars for interested students and the creation of a Student Chapter Guide to promote consistency across Student Chapters.

SYP Global Health Summit: Members of the SYP Committee worked with the CSIH to host the first SYP Global Health Summit prior to the 2014 CCGH. The Summit is designed to bring together SYPs in global health from across Canada to foster networking, learning, and collaboration. The SYP Committee will be involved in hosting this event going further.

A. PREPARE COMPETENT GLOBAL HEALTH RESEARCHERS (level 1):

The priority at this level is to prepare the “next generation” (emerging leaders) of global health research (GHR), mainly in Canada, but also in low and middle-income countries (LMICs). This component of the CBP will focus on three activity areas:

1. Support Student Chapters:

Strategies in this activity area will include:

- specific initiatives to promote collaboration and networking within and across student chapters (including possible chapters in universities that are not yet CCGHR institutional members).
- creation of resources to be placed on the SYPN communication platform, to support chapter capacity building (e.g. a student chapter guidebook, specific modules, etc.)

2. Conduct Coalition Institutes:

[Note: since not all Summer Institutes are held in the “northern hemisphere” summer, we propose the use of the new term “Coalition Institute (CI)”]. The CI’s will take two forms:

- global (and likely issue-specific) events, such as the 2015 “Health Impact Assessment Learning and Development Program ” in Mongolia;
- collaborative events, usually with Canadian universities, such as the CCGHR-Queen’s University SI’s.

3. Facilitate Regional Events (Forums):

These will usually be inter-university events such as undergraduate and graduate student forums, and provincial or regional forums or symposia.

In addition, the SYPN will participate in the exploring the creation of a leadership development program (see below).

B. STRENGTHEN INSTITUTIONAL CAPABILITIES (level 2):

Box 2

The CCGHR University Advisory Council

For the past several years, the CCGHR has created an opportunity for Canadian universities to become “institutional members” of the Coalition. This group of universities is known as the “University Advisory Council” (UAC). Currently there are twenty (20) institutional members, each having a designated “liaison person”, or in some cases a “liaison team”.

The purpose of the UAC is provide a platform where Canadian universities can engage in specific collaborative activities that can be achieved more effectively as a “collective”, in contrast to initiatives of individual universities only. Currently, the activities of the UAC include:

1. Advocacy (“speaking with a unified voice”): an example is the role of universities within the CCGHR “Gathering Perspectives Study” (GPS).
2. Mentorship and leadership development: with a special interest in supporting students and new faculty members who see GHR as a major career interest.
3. Harmonization: sharing information about projects and initiatives of member institutions in situations where there is potential for “value-added” coordination and collaboration. [*For example, see:* <http://www.ccgrr.ca/resources/harmonization/>].
4. Supporting issue-specific working groups. Current examples are:
 - Working group on “Trans-disciplinary GHR Collaboration”
 - Working group on “Internationalization and Global Health”

The UAC has a website that facilitates the above activities.

The main emphasis at this level will be on Canadian universities that are CCGHR institutional members, along with partner universities, organizations and networks in LMICs with whom they collaborate. The CCGHR itself is an additional focus. With the understanding that the CBP will support the UAC as needed, this component of the CBP will focus on three activity areas:

1. Strengthen capabilities at individual universities:
Upon the request of GHR leadership teams at UAC member universities, the CBP will assist universities to develop and strengthen specific capabilities such as:
 - a knowledge hub function: including a coordination mechanism, networking, links to the CCGHR’s harmonization initiative, and other related functions;
 - strengthening GHR mentorship services;
 - influencing faculty and university-wide GHR-related policies & strategies

Strategies will include the use of an institutional profile tool, the preparation of modules and other resources, and possibly the use of invited site visits.

2. Promote inter-university research and capacity building collaboration:

Examples include on-going support to current UAC working groups:

- the working group on trans-disciplinary (TD) GHR collaboration;
- the working group on internationalization policies & strategies.

The CBP will promote opportunities for inter-university collaboration on additional issues (questions, challenges) where there is a shared interest and willingness to collaborate—for example stimulated by funding opportunities.

3. Promote organizational capacity strengthening of the Coalition itself:

Working closely with the CCGHR's Board of Directors (BoD), the CPB will serve as a resource for organizational learning of the Coalition itself. As a "learning organization" the Coalition would:

- identify lessons and synthesize these for a range of audiences. In particular, lessons from its own experience and "cutting edge" innovations from around the globe will be used to inform the Coalition's annual work plans, modifying the 5-year strategic plan as appropriate.
- develop and promote cutting-edge methods and tools for use by individuals, institutions and networks within Canada and globally. [An example is the Coalition's "Partnership Assessment Tool" (PAT).]

C. STRENGTHEN NATIONAL HEALTH SYSTEMS FOR GLOBAL HEALTH RESEARCH (level 3)

From its early days, the Coalition has been interested in ensuring that Canada-supported health researchers in designated LMICs, so that they can collectively contribute to strengthening the national health research systems (NHRS) in that country. The CCGHR's "harmonization initiative" (HI) is a product of this interest. In some countries, this has led to the creation of country research partnerships, notably in Mongolia and Zambia, and more recently in Tanzania and Cameroon.

The emphasis in this program area about "systems" will be on two components:

1. Maintain and further develop the "country partnerships program":

Activities will include:

- support the sustainability and on-going development of the Harmonization Initiative (HI);
- encourage current "country-Canada" partnerships to document and share their history and lessons learned; facilitate the creation of new country partnerships, particularly where data-bases already exist in the HI.

2. Strengthen the global health research system in Canada:

- This is seen as a “Coalition-wide” goal, with the Policy Influence Program (PIP) through its Gathering Perspectives Study, taking the lead. The CBP will facilitate the involvement of Canada’s universities (through the UAC) to play an important and distinctive role in this process.

Implementation:

The proposed groups to be responsible for the activity areas within the CBP are displayed in Table 1. An overall CBP leadership team will prepare an annual work plan (divided into 3-month “quarters”). This will be created in consultation with the groups responsible for the various activity areas, and serve as a practical implementation guide.

Table 4. CBP activity areas & responsible groups

Levels	“Projects” or activity area	Responsible group (proposed)
PREPARE COMPETENT GLOBAL HEALTH RESEARCHERS	<ul style="list-style-type: none"> • Support Student Chapters • Conduct Coalition Institutes • Facilitate Regional Events (Forums) 	SYP Executive (with CBP team) Institute planning teams, with support from CBP Event planning teams, with support from CBP
STRENGTHEN INSTITUTIONAL CAPABILITIES	<ul style="list-style-type: none"> • Strengthen capabilities at individual institutions • Promote inter-university research and capacity building collaboration • Promote organizational capacity strengthening of the Coalition itself 	Overall guidance: CBP team with UAC steering group UAC working group UAC working groups Inter-program working group
STRENGTHEN NATIONAL SYSTEMS FOR GLOBAL HEALTH RESEARCH	<ul style="list-style-type: none"> • Maintain and further develop the “country partnerships” program • Strengthen the GHR system in Canada 	Country partnership teams (e.g. Zambia-Canada team) with CBP support & guidance [possibly with HI sub-group] Primarily PIP (via Gathering Perspectives Study), but with involvement of CBP (via UAC)

Notes:

1. For some of these activities, there is considerable overlap across the “levels”.
2. For all (or most) of these activities, we encourage a “scholarship” component. That is, consider including literature reviews (systematic reviews), specific research and evaluation projects, publishable commentaries, etc. Many of these activities could be done by students as part of course practicums, and graduate programs.

2. Advocacy and Policy Influence

Introduction:

Since its launch in 2003 the Canadian Coalition for Global Health Research (CCGHR or “Coalition”) has carried out a variety of policy and advocacy activities, grouped in the previous strategic plan within the Policy Influence Program (PIP). Consultations carried out in the present strategic planning process have supported the general language and focus of the three current pillars of the PIP: knowledge translation, knowledge brokering, and communication. These activities, furthermore, overlap with and strengthen the Coalition’s other main program areas.

Goal:

The main goals of the API program are threefold: to mobilize greater investment and involvement in global health research in Canada and globally through deployment of effective communication and advocacy efforts; to continue development and deployment of effective knowledge translation tools; and to play a key knowledge brokering role by bringing together key actors around particular issues of importance in global health research.

Activities/strategies:

To achieve this goal the Coalition will strategically enhance its communications platform to insure appropriate and effective messaging for key stakeholders in the global health system and to enhance networking activities within the Coalition itself; enhance, update, and deploy its successful KT toolkit; and provide leadership in bringing together key actors in global health research, within Canada and globally, to engage with current and emerging global health and global health research issues.

A. GLOBAL HEALTH RESEARCH ADVOCACY

By advocacy we refer principally to efforts to increase understanding by key policy actors, and the public, of the importance of global health research to Canadians, and to advocate for Canada’s role in global health. Our goal is not to advocate for a particular policy position beyond the key values of the organization articulated here, but to advocate for strategic investments in global health. The Coalition’s role here, described further below, is to foster and support dialogues among key actors on current and emerging global health issues. We will accomplish GHR advocacy primarily through strategically enhancing our communications platform.¹ This will involve the following activities:

1. Refine and implement a communication strategy that
 - specifies in detail our specific communication objectives
 - identifies key “audiences” and channels of communication with these audiences; refines key messages, tailored to key audiences; and specifies and develops specific communication channels when needed.

B. KNOWLEDGE TRANSLATION (KT)

¹This is drawn in part from a document prepared by Tania Bubela (then co-chair of the PIP program, and Vic Neufeld in October, 2011

To date, the development of a knowledge translation toolkit and the inclusion of KT in the Coalition Institutes have been among the the major accomplishments of the Coalition. Over the next five years the main task is to enhance and update these tools to ensure their relevance to current and emerging global health issues, as well as to increase learning and practice opportunities. We will accomplish this by engaging in the following activities:

- Convene a working group to review the current toolkit (learning modules) in light of global developments in KT (e.g., “program science,” or “implementation science”), making additions or revisions as needed to insure appropriate scope and completeness. The goal here is to develop a Coalition-branded, GHR-specific KT platform that recognizes the distinctive challenges that face researchers in the global health space.
- Continue to support, and if possible expand, KT learning opportunities, through expansion of the Coalition Institute model;
- Identify and communicate key KT outcomes (where Coalition-sponsored KT activities have influenced policy; and
- Actively seek and secure funding to support these activities.

C. KNOWLEDGE BROKERING

The Coalition will provide opportunities for members and key policy actors to engage in dialogue around current and emerging GHR issues. It will also develop a strategy, expanding on the GP1 and GP2 processes for engaging in dialogue with a broader set of actors. This will be accomplished by:

- Continued and active support of the VPL, on-going GP activities, the Coalition working groups and the UAG;
- Deliberate support for events organized at regional, national, and international levels; e.g., conferences, dialogues, institute-style regional forums, and so on.
- Organizing and sponsoring GHR dialogues, bringing together key policy actors in Canada and internationally.

Implementation:

The proposed groups to be responsible for the activity areas within the PIP are displayed in Table...An overall PIP leadership team will prepare an annual work plan (divided into 3-month “quarters”). This will be created in consultation with the groups responsible for the various activity areas, and serve as a practical implementation guide.

Table 5. Advocacy & Policy Influence activity areas & responsible groups

Levels	“Projects” or activity area	Responsible group (proposed)
DEVELOP AND DEPLOY COMMUNICATIONS STRATEGY	<ul style="list-style-type: none"> • Identify specific communication goals • Identify key audiences • Specific communications channels or mechanisms (email, web, Facebook, face-to-face dialogs) • Identify and deploy content 	Communications working group UAC
ENHANCE, SUPPORT, AND EXPAND KNOWLEDGE TRANSLATION TOOLKIT AND LEARNING EVENTS	<ul style="list-style-type: none"> • Review and update as needed existing KT toolkit and modules; • Continue to support and if possible expand Coalition-style learning institutes • Identify and communicate KT “wins” and policy influence stories • Identify funding opportunities (raising funds through workshops, external grants, etc.) 	KT working group & Board
SUPPORT KNOWLEDGE BROKERING, NETWORKING, AND DIALOGUES AROUND CURRENT AND EMERGING GHR ISSUES	<ul style="list-style-type: none"> • Review the VPL initiative and identify changes if needed to ensure sustainability • Continue to support, and foster the development of, Coalition working groups • Develop strategy for Coalition leadership of international, national, and regional networking and dialogue opportunities (conferences, workshops, formal dialogue sessions) 	Communications working group Board UAC

3. Governance and Sustainability

Introduction

During the Strategic Planning retreat (annex 1) participants identified Coalition governance and sustainability as an essential pillar to any future strategic plan. In essence, without adequate,

sustained funding, a functional secretariat and strengthened governance structures the Coalition cannot expect to meet the objectives outlined in this strategic plan. Closely linked to each of these is the need for a strong, engaged and cross-disciplinary membership linking Canadian researchers with partners in LMIC countries.

Goals

To have in place fully representative Coalition membership, governance structures, secretariat and revenue streams that maximize opportunities to carry out all planned activities and achieve the identified Coalition objectives.

Activities/Strategies

A. GOVERNANCE

1. Board of Directors:

The Board will be expanded to reflect changes in the Coalition's membership, the need to increase LMIC engagement and the need to broaden the range of disciplinary expertise on the board. In addition to student membership on the Board, the Coalition will identify and implement strategies to maintain the engagement of recent graduates and young professionals. The mechanisms in place for electing board members will be reviewed, with the aim of facilitating the election process and insuring broad representation.

2. Committees/working groups:

The specific roles and responsibilities involved with internal Coalition units will be more formalized. This will include how working groups are initiated, how members can become involved, the transparent identification of leads, ongoing monitoring and regular reporting. Working groups will need to better communicate with membership in terms of their value to the Coalition and desired outcomes.

3. Role of national coordinator:

A well defined National Coordinator job analysis will be developed and reviewed by the board on an annual basis. This will also include an annual performance review. This position is currently voluntary, with no financial support for travel and networking. This situation will require review by the Board and eventually membership as a whole, with the aim of realistically supporting the position.

4. Secretariat:

To fully carry out and achieve the strategic plan's objectives will require a strengthened secretariat. This implies eventually identifying funding to support a full time Coalition manager and research assistant. The Coalition will also develop mechanisms to support the national coordinator through partial reimbursement of time, but also travel to meet with regional groups.

5. Relations with external organizations:

The Coalition will endeavor to work with other Canadian and international global health organizations with the aim of strengthening collaboration, harmonization of effort and

improved impact. This will include mutually agreed upon formal agreements and ex-officio memberships on the Coalition's Board.

A. MEMBERSHIP

1. Institutional/University members:

The Coalition will review the recommendation that it change from its current University membership model to one that reflects academic global health units within universities.

2. Pilot institutional memberships for NGOs:

The Coalition will establish a limited term working group to make recommendations.

3. Individual membership:

In order for the Coalition to expand individual memberships there will be a need to concretely identify what members value and expect from the Coalition as well as the best ways to engage them in Coalition activities. Members will be surveyed annually for feedback.

B. REVENUE GENERATION (Please refer to annex 4)

Implementation

Table 6. Governance and Sustainability activity areas & responsible groups

Levels	“Projects” or activity area	Responsible group (proposed)
GOVERNANCE	<ul style="list-style-type: none"> • Board election procedures to be revised with the aim of simplifying and increasing member participation • Diversify board make-up • Review and revise existing committee/working group structures, mandates and SOPs • Update and approve job descriptions for all members of the secretariat • Strengthen collaboration with Canadian and international global health membership organizations • Develop targeted approaches to LMIC members to evaluate how we’re functioning in relation to their needs 	<p>Board of Directors (BOD) and nominating committee</p> <p>BOD and AGM</p> <p>BOD and secretariat</p> <p>BOD and secretariat</p> <p>Secretariat and membership</p> <p>Secretariat with Directors from LMICs</p>
MEMBERSHIP	<ul style="list-style-type: none"> • To conduct an assessment and provide recommendations revising university membership to reflect global health units rather than universities as a whole • Recruit global partners of UAC unit members • To pilot institutional NGO membership in the Coalition • Identify mechanisms that will facilitate young professionals’ continued membership in the Coalition • Establish membership promotion strategy to increase individual memberships 	<p>UAC, BOD and secretariat</p> <p>UAC and secretariat</p> <p>Secretariat and a working group</p> <p>SYPN</p> <p>Secretariat</p>
REVENUE GENERATION	<ul style="list-style-type: none"> • Conduct annual regional workshops and/or conferences • Develop a Webinar Series and/or training modules • Establish a “development foundation” • Develop a fundraising strategy including annual drive, monthly pre-authorized donations 	<p>Secretariat & Planning Team</p> <p>Secretariat & Planning Team</p> <p>BOD, Finance committee, Secretariat</p>

VI. Monitoring and Evaluation (process and outcome metrics)

Tables 7-9 indicate the key outcome variables upon which the strategic plan will be monitored and, on an annual basis, evaluated for progress. These metrics are open for change based upon the findings of any annual evaluation.

Table 7. Capacity Building Program monitoring and evaluation metrics

Focus (level)	Outcomes	Timelines
Individual	<ul style="list-style-type: none"> • Coalition-facilitated “mentorship teams” in member institutions (Canadian universities); • A cadre of “emerging leaders” employing cutting-edge leadership competencies that would effect demonstrated changes in GHR at the institutional and “system” levels. Some of these emerging leaders would transition to larger roles within the CCGHR and generally in the GHR community. • Regular activities and initiatives to promote collaboration and networking within SYP Student Chapters, and across Student Chapters and including SYPs not associated with a UAC member institution. • Body of resources to support SYP capacity building across Canada (e.g. Student Chapter modules, database actively promoting communication among SYPs in Canada) • Continuous representation of SYP interests across CCGHR activities, measures to gauge what those interests are (e.g. surveys of SYP CCGHR members and actions to follow up on those interests). • Examples of well-functioning, sustainable Student Chapters in at least 50% of UAC member institutions (currently 4/22, or 18%). • Resources (concept notes, modules, blog posts) available to support new and existing Student Chapters, including facilitation of networking with CCGHR faculty at the respective UAC member institution and across Chapters. • Initiatives and activities to facilitate networking between Student Chapters across Canada (e.g. biannual Undergraduate/Graduate Global Health Forum, and local/regional inter-university events) 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • 2016 • Annual

<p>Institutional</p>	<ul style="list-style-type: none"> • Research exchange groups on campuses with UAC representative across the country with regionally linked exchange forums. • Creation of a live TD resource with interactive capacity for mentorship and idea sharing • At least one regional annual event involving several universities and local workshops or forums. • Development of modules, case studies and resource library on health research capacity strengthening 	<ul style="list-style-type: none"> • Ongoing • 2016 • Ongoing • 2016
<p>System</p>	<ul style="list-style-type: none"> • A strong and sustained harmonization initiative; • Dynamic and productive Coalition-facilitated “country-Canada” research partnerships that continue to contribute to the strengthening of NHRS in designated countries; • On-going links with other organizations that focus on NHRS strengthening (for example, COHRED). 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

Table 8. Advocacy and Policy Influence monitoring and evaluation metrics

Focus	Outcomes	Timelines
GLOBALLY	<ul style="list-style-type: none"> • Achieve greater awareness and understanding of the role of GHR in promoting global health equity through strategic communication and knowledge brokering efforts. (Globally, in Canada, and within Coalition membership) • Expanded KT Toolkit • Annual summer institutes in partnership with LMIC partners • GHR advocacy being carried out through seminars, regional forums and engagement with individuals or groups influencing research and development policies. • Partnering with other Canadian and LMIC institutions in advocacy for global health • Established/enhanced communications channels (listserves, web page, Facebook group, F2F dialogues and other media platforms) 	<ul style="list-style-type: none"> • Ongoing • 2016 • Ongoing • Ongoing • Ongoing
IN CANADA	<ul style="list-style-type: none"> • Communication tools to support GHR research developed and implemented • Greater public understanding of Canada’s strategic role in GHR • Increased funding of GHR within Canada • Summary report on funding opportunities 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Annual
WITHIN CCGHR	<ul style="list-style-type: none"> • Effective mechanisms in place to communicate with and engage Coalition members in advocacy and policy influence activities. • Further developed knowledge translation tools in place and being applied • Creation of Coalition “KT brand” • Expanded Coalition participation in global health research venues • Conduct of regional Coalition-led events (at least one/year per region). 	<ul style="list-style-type: none"> • Ongoing • Ongoing • By 2017 • Ongoing • Begin in 2016

Table 9. Governance and Sustainability monitoring and evaluation metrics

Focus	Outcomes	Timelines
BOARD OF DIRECTORS	<ul style="list-style-type: none"> • Revised Board structure in place 	<ul style="list-style-type: none"> • By 2016
SECRETARIAT	<ul style="list-style-type: none"> • Full-time Coalition manager • Full-time research officer • Additional support staff as required in place 	<ul style="list-style-type: none"> • By 2019
MEMBERSHIP	<ul style="list-style-type: none"> • Canadian global health directory • Institutional memberships reflecting units is in place • Institutional memberships to be expanded to Canadian and International NGOs • Revised individual membership options in place 	<ul style="list-style-type: none"> • 2015 • 2016 • 2017 • 2016
REVENUES	<ul style="list-style-type: none"> • Sufficient and sustainable annual revenues in place 	<ul style="list-style-type: none"> • 2017
NETWORKING/ PARTNERSHIPS	<ul style="list-style-type: none"> • Board approval of formal collaboration agreements 	<ul style="list-style-type: none"> • Ongoing
LMIC ENGAGEMENT	<ul style="list-style-type: none"> • Representatives from LMIC are providing inputs on the views and needs of LMIC countries. • Research partnerships between the Coalition and LMIC institutions in place • Capacity building occurring within LMIC partner institutions that includes research protocol development mentoring, academic exchanges and technical assistance. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
STUDENTS YOUNG PROFESSIONALS ENGAGEMENT	<ul style="list-style-type: none"> • A fully supported and functioning SYPN with representation on all CCGHR committees and Board • Student chapters in each member university (at least 2 new chapters per year) 	<ul style="list-style-type: none"> • Ongoing • Ongoing
COMMITTEES/ WORKING GROUPS	<ul style="list-style-type: none"> • For each of the Coalition’s internal units formalized, specific roles and responsibilities are in place. 	<ul style="list-style-type: none"> • By 2016 and thereafter

