

INSTITUTIONAL DEVELOPMENT AND NETWORKING: Context Matters

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May 27th, 2008



Task Force on Health Systems Research: Progress Since 2004- Networks

TF report emphasizes networks in HSPR in relation to:

- ▶ The role of networks in bringing together different stakeholders (policy, research, clinical) to adopt a systems perspective on health research
- ▶ Examining how different regions or settings approach similar challenges as a way to draw conclusions on the dependence of context on outcomes
- ▶ Networks provide an opportunity to understanding how global process affect health systems

Case Study 1: Networks

Supporting the development and maintenance of a network as a means to supporting health systems and policy research



Case Study 1: Networks



Lessons Relevant to Capacity Building:

- ▶ Long-term commitment essential for adequate network development and building trust amongst all players
- ▶ Internal commitment within the network to build capacities; decentralized structure but shared leadership
- ▶ Having a champion is fundamental to growth, but is there a concern about broadening the leadership capacity and responsibilities to younger researchers

Case Study 2: Networks

Support through Fellowships

Fellowship Support to Strengthen Networks of
Emerging Scientists and Policy Makers:

Funding Research Results

VS.

Building Leadership in Health Research



Case Study 2: Networks

Support through Fellowships



Lessons Relevant to Capacity Building:

- Explicitly funding trans-disciplinary teams builds new networks- builds social and political capital
- Linking research thematics to current and future policy needs- actual influence takes time
- Needs sustained resources and support, but with a clear process of communication and management sustained over time

Task Force on Health Systems Research: Progress Since 2004- Institutions

TF report does not explicitly outline the role of institutions in HSPR. However, several aspects related to institutional capacity are highlighted, including:

- ▶ The pivotal role of international institutions in shaping the priorities and policies for health systems
- ▶ The need for coherence across multiple and distinct institutions (eg. health and financing)
- ▶ The need for continued evaluation and learning from different models and experiences in HSPR

Case Study 4: Institutions

Supporting institutions that enable
health research development in
developing countries

VS

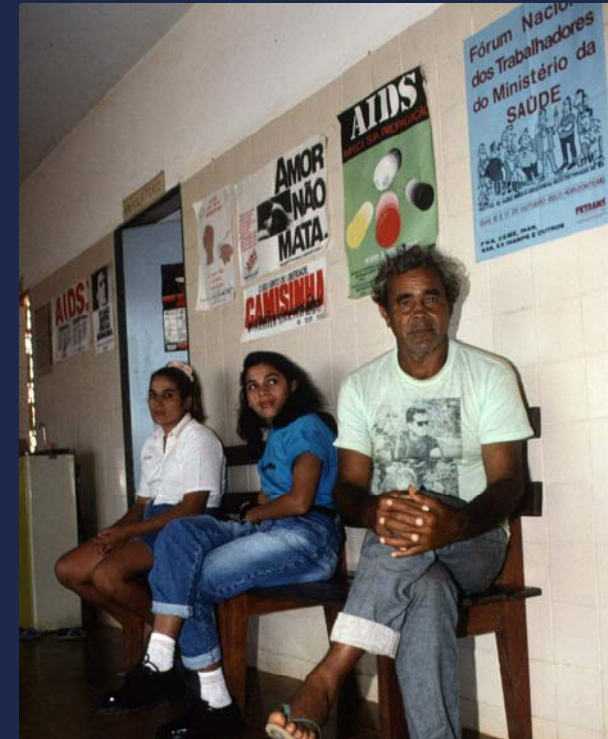
Supporting developing country
institutions in health research
development



Case Study 4: Institutions

Lessons Relevant to Capacity Building:

- ⑩ Enabling organizations provide the role of an 'honest broker' in countries with poor health and health research systems
- ⑩ Enabling institutions can leverage reactions from global audiences and act to provide an institutional, arms-length home to compare country and regional-level successes and challenges
- ⑩ Approaches to management and health research need to bridge across multiple perspectives and value-systems (eg. ethics reviews, decision-making and priority setting processes)



Case Study 3: Institutions

Building Health Research Capacity

Strengthening National and Regional Capacity to
Generate and Apply Health Research



Case Study 3: Institutions

Building Health Research Capacity

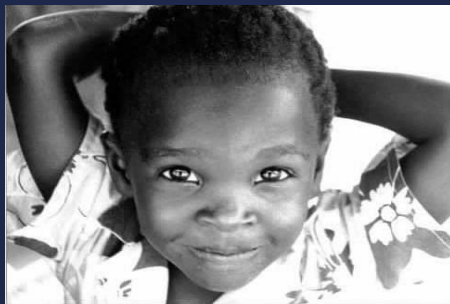
Lessons Relevant to Capacity Building:

- Critical to engage high-level champions in the bureaucracy BUT if very senior, other priorities may take precedence
- Balancing between building the demand side (where institutions may not exist) and the supply side (where the expertise may not exist)
- A critical mass of skilled and motivated individuals also need the TIME to dedicate to building institutions
- Strengthening health information systems is a significant contribution to strengthening health research capacity



Gaps, Priorities and Challenges: Networks and Institutions

- Time, resources and infrastructure needed for long-term, effective capacity building in health systems research is chronically under-estimated. Need both strategic and operational resources and support
- With increasing international attention, important opportunity to build institutional homes for emerging HPSR research
- However, must allow this to emerge from national and regional priorities, with adequate human and financial resources to maintain momentum



Gaps, Priorities and Challenges: Networks and Institutions

- Recognition of long-term investments towards building effective, dynamic and lasting institutions and networks needed among donors, health research community and policy-makers
- The context is not static: constant evaluation and revision of players, priorities and opportunities is needed to effectively evolve

