

Summarised Action Plan and Budget 2019

A partnership of:



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1. Presentation



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General Director



The year ahead in 2019 will bring new challenges and opportunities for the advancement of our work at the Barcelona Institute for Global Health (ISGlobal), with numerous large-scale international projects and translational activities planned.

Among other features, I would like to underline the deployment of our current Strategic Plan, as well as the extension of our strategy up to 2022, as advised by our External Advisory Board. This will be possible with the revised scheme of our Budgetary framework for 2019 and onwards, which includes a specific chapter for annually prioritized strategic actions. This year will also include a thorough effort to deploy external evaluations and potential promotions of our researchers, under the guidance and supervision of our External Advisory Board. Complementarily, we plan to formulate a monitoring scheme and a performance review model, to be applied to all areas of our Institute, in an effort to continue improving the quality of our activities. Finally, it is also our priority to devote all needed efforts to strengthen our institutional ownership, cohesion and credibility, with a special attention to actions contributing to the attraction and promotion of talent committed with global health, including a gender-based perspective.

The year 2019 will also bring a number of important international changes, which are likely to affect budgets for competitive funding for research and translational activities. This includes events such as the exit of the United Kingdom from the European Union (EU), and the finalisation of the EU current multi annual framework budget finalizing in 2020. Meanwhile, the international political climate regarding global health funding will remain full of uncertainties, especially as regards some of the leading countries and stakeholders in this field. Hopefully, the implementation of the Sustainable Development Goals (SDG) 2030 agenda will guide key international funders including the UN agencies, national governments and philanthropic organisations to ensure that the adequate political and financial leverage is provided.

In this context, ISGlobal remains very well placed to move forward in implementing new high quality research and in leading translational activities to better respond to some of the key challenges of Global Health, including our commitment with the generation of transformative knowledge relevant for the achievement of the SDGs and with the emerging approaches to planetary health.

Our Action Plan for 2019 identifies the objectives and expected results for every area of the institution, as described in this document, as one more step in the deployment of our current Strategic Plan. Although it sets the bar quite high, I am convinced that, as in previous years, the entire ISGlobal team

1. Presentation

will work with creativity and persistence in making new steps towards achieving our goals and commitment to improving health and reducing inequities around the world.

The success of this work depends on the sustained support and excellent collaboration we maintain with our Trustee institutions, including Fundació “la Caixa”, Generalitat de Catalunya, Government of Spain, Barcelona City Council, Hospital Clinic, University of Barcelona Parc de Salut Mar and Pompeu Fabra University, as well as the Fundación Ramón Areces. Finally, I would also like to express my deep gratitude to Professors Marcel Tanner and David Savitz, co-chairs of our External Advisory Board whom, together with the rest of its prestigious members, are guiding us in our endeavour to achieve excellence and impact.

Thanks all of you for your contributions to this great shared journey!

2. Introduction

The Action Plan 2019 is part of a process of reflection and joint planning in line with the institutional Strategic Plan which involves all departments and areas of the institution. The objectives and expected results for each area are the result of an exercise of analysis of the results achieved so far and projected results for the coming year 2019.

Institutional design and budget planning

ISGlobal has an innovative design, with 3 pillars of Scientific Research, Global Policy and Development and Training and Education which work together with the 5 cross-cutting Initiatives. Each of the areas plan their activities for the year ahead together with their financial needs. So the Objectives, Results and Activities outlined in the Action Plan from each Area are consistent with the budget.

Present document gathers activities funded through the fixed structural budget and competitive funding.

Objectives and layout of the Action Plan document

This document sets out the objectives expected to be achieved in 2019, in line with the vision, mission, values and the ultimate goal of the institution: improving global health and promoting health equity.

Objective 1. To plan activities in the different areas of ISGlobal 2019 (from January 1 to December 31).

Objective 2. To improve internal quality in the processes for planning, monitoring and evaluation of ISGlobal activities. The Action Plan is aligned to the 2017-2020 Strategic Plan.

The document is designed around 5 Strategic Themes for ISGlobal. The Strategic Themes presented are in line with the Strategic Plan for the period 2017-2020 and are focused on the 2019 activities. As such, the strategic themes encompass different research, policy, global development, education and training, communications, administrative and institutional objectives and activities for the year ahead in 2019.

The Global Initiatives of Chagas, Maternal, Child and Reproductive Health, Antimicrobial Resistance, Urban Health and Malaria Elimination are reflected within Strategic Theme 2.

Implementation and monitoring

Throughout the year, area leaders will monitor the implementation of the objectives and results provided in this document. To this end, a semi-annual report and a final report at the end of the year 2019 will be generated.

3. Strategic Themes

The institutional activities for 2019 are reflected through the 5 institutional Strategic Themes as outlined in the ISGlobal Strategic Plan. The 5 Strategic Themes are:

1. Strengthening and consolidating the Institution
2. Reinforcing excellence for impact
3. Educating and learning for the future
4. An innovative, efficient and sustainable institution
5. Working for and with the people

Each theme has different activities, and each activity is the responsibility of a different area of the institution.

3.1 Strategic Theme 1: Strengthening and consolidating the Institution.

Overall Aim: Develop ISGlobal as an international reference in research, translation and education based on an innovative partnership among private and public trustees.

Key Objectives and Expected Results for 2019:

→ **O1** Strengthen the existing strategic partnerships with our private and public trustees in research, translation and education, working together to facilitate that their continued support to ISGlobal is appropriately appreciated by the society, and explore the inclusion of new trustees.

R1.1 Adapted communication materials to strengthen societal engagement

→ **O2** Put in place a robust, effective, inclusive and transparent leadership model taking into account the strengths and limitations identified during the post-merger phase.

R2.1 Map of internal fora and Committees reviewed

R2.2 Succession plan in preparation

→ **O3** Strengthen and consolidate ISGlobal brand as an international centre in global and public health research, translation and education.

R3.1 Increased number of international contacts on database and key journalists contacted

R3.2 Increased number of international press releases and international media impacts

R3.3 CRM tool improved

→ **O4** Establish and consolidate an External Advisory Committee (EAC) and the International Global Health Partnership Board (IGHPB) to provide high level external evaluation and advice.

R4.1 EAC involved in researcher's evaluation processes

R4.2 Terms of Reference of IGHPB and deployment timeline prepared

3. Strategic Themes

→ **O5** Implement the gender plan (and additional measures when necessary) as to make of gender equity an institutional commitment at all levels and activities.

R5.1 New action plan 2018-2020 developed

→ **O6** Reinforce the ISGlobal network and regional presence by further developing the strategic local and international partnerships; starting with the potential of the existing partnerships in Mozambique, Bolivia and Morocco and exploring new strategic international alliances to promote geographic expansion/diversity.

R6.1 Memorandum of Understanding (MoU) with Manhiça Foundation developed

R6.2 Funding, strategy and deployment proposal for each partnership

3.2 Strategic Theme 2: Reinforcing excellence for impact.

Overall Aim: Consolidate an institutional portfolio that respond to the more relevant health needs and health equity gaps by developing new knowledge, maximizing its translation and impact.

Key Objectives and Expected Results for 2019:

→ **O1** Strengthen the scientific coherence and functionality of the scientific organization including the integration and renewal of the research programs and the internal scientific committee.

R1.1 Terms of reference (ToR) and minutes of the Scientific Committee

→ **O2** Promote and reinforce the scientific excellence by strengthening the existing and new research lines taking into account: I) the analysis on internal research gaps, II) the external evaluation and advice, and III) the competitive opportunities.

R2.1 Increased number of competitive research contracts won

→ **O3** Guarantee the appropriate structural support to group leaders reinforcing the scientific career model based on international recruitment and continued external evaluation.

R3.1 External evaluation of researchers implemented and presented to the Board of Trustees.

R3.2 Number of full time employees (FTEs) funded by structural budget and ratio per group leader

R3.3 Renewed working group meetings and new report based on current situation and analysis

→ **O4** Reinforce the access of the ISGlobal members to the necessary core facilities through both the internal services and the shared core facilities (Campus UB-Clinic Facilities and PRBB).

3. Strategic Themes

R4.1 Policy integrating the existing core facilities developed and in place

R4.2 Clinical Trials working group set up and internal policies and procedures being implemented

→ **O5** Develop a robust strategy and infrastructures to secure high quality standards for data management, storage and high-performance computing and biobank, adopting the guiding principles for scientific data management, open data and stewardship.

R5.1 Data Management Policy developed and implemented

R5.2 Internal repository of new projects maintained

R5.3 GDPR and best practices in data protection implemented

→ **O6** Implement the ISGlobal innovation strategy supporting the faculty ideas and projects and exploring alternatives for innovation. Deploying the Intellectual Property (IPR) and Knowledge and Technology Transfer (KTT) Policies.

R6.1 1 seminar related to Innovation to have taken place

R6.2 Internal training on Innovation implemented

R6.3 Improved external innovation network to optimise Knowledge & Technology Transfer (KTT) services, as evidenced by the number of patents granted

R6.4 Number of Digital Health Projects awarded; at least one big project/start up in the microbiota field

→ **O7** Develop an integrative framework to strengthen the ISGlobal role in translation and education taking into account the new international frameworks like the SDGs and emerging priority topics as Planetary Health, and reinforcing our presence in strategic international bodies (WHO, EC, etc).

R7.1 Seminar with REDS and SDSN about health and SDGs organised

R7.2 Seminar on Planetary Health done

R7.3 ISGlobal manifesto/policy position on SDGs completed

R7.4 Position paper on Spain's implementation of SDG3 completed

R7.5 Advised provided to board members on the strategic development of SDGs

R7.6 Participation in the start-up of the SDGs observatory and private sector observatory and la Caixa

→ **O8** Strengthen and improve the translational ISGlobal Initiatives expanding their coverage to research on NCDs, climate and environment. Developing impact indicators beyond scientific publications

R8.1 Strategic and operational planning for each initiative done

R8.2 Bank of projects of the initiatives (mapping) created

3. Strategic Themes

3.3 Strategic Theme 3: Educating and learning for the future.

Overall Aim: Consolidate ISGlobal as an affiliated institute to UB and UPF, and as a global educational hub in global and public health.

Key Objectives and Expected Results for 2019:

→ **O1** Strengthen and expand the current education portfolio in Global and Public Health with programs in communicable and non-communicable health problems and their environmental determinants.

R1.1 Education and Training Model in place

R1.2 Training activities developed aligned with in-house knowledge and research capacity

R1.3 Second, 3-year impact assessment completed for main programs

R1.4 Pilot for a blended distance learning / digital health training program proposed

R1.5 International alliances with leading educational institutions developed

→ **O2** Fully develop as University Research Institute (UPF and UB) in close collaboration with our mother Universities with capacity to promote our faculty to hold university positions and to ascribe and accredit postgraduate and other programs as the ISGlobal PhD program.

R2.1 A University Research Institute (URI) Strategy developed

R2.2 Education & Training university programmes created

R2.3 Personnel promoted in University positions

→ **O3** Strengthen the PhD program providing support and follow up to the PhD students, facilitating their international mobility and giving them access to training activities.

R3.1 Annual follow up of PhDs completed

R3.2 Training activities for PhD implemented

R3.3 Outcomes of the ISGlobal PhD programme measured

→ **O4** Provide access of ISGlobal staff to training programs, according to HR training policy to ensure continuous education and capacity strengthening of ISGlobal staff careers.

R4.1 Internal Training Programme designed and implemented

→ **O5** Strengthen our capacity building and strengthening activities in knowledge translation for researchers and global health professionals in collaboration with our international partners.

R5.1 Capacity Building projects in place

3. Strategic Themes

3.4 Strategic Theme 4: An innovative, efficient and sustainable institution.

Overall Aim: Develop and implement a robust and innovative management and funding strategy that responds to the needs of the post-merger phase and guarantees that all support services and process are adequately integrated and its quality and efficiency is improved.

Key Objectives and Expected Results for 2019:

→ **O1** Promote talent as a central axis of our organization adopting and implementing the HRS4R certification to provide a stimulating and participative international working environment.

R1.1 HRS4R Action Plan - 2019 implemented

R1.2 HHRR tools improved: single HHRR incidence module and hiring request available online

R1.3 Internal communications improved: a unique intranet, welcome pack and suggestions mailbox online

→ **O2** Develop a strategy for funding diversification including both public and private sources and institutions by i) increasing our capacity to advocate for and attract local and international funds through partnerships and alliances with key international actors; ii) developing a targeted fundraising program.

R2.1 Participation in EDD and/or other European activities to increase ISGlobal visibility

R2.2 Alliances with key European actors developed

R2.3 Cooperation funds monitored and increased number of proposals presented for funding

→ **O3** Optimize project management to deliver the best service to our researchers, departments and funders.

R3.1 Application of proposals to national and international funders promoted

R3.2 Project Management SOP developed and flowchart updated

R3.3 Performance of the Projects Unit evaluated

R3.4 Financial reports sent on time and positive project audits certifications

→ **O4** Implement a state of the art information and communication technology infrastructure (ICT) securing an appropriate integration in a single information system to facilitate management and decision-making.

R4.1 Information Systems (IS) management improved and information and communication technology (ICT) infrastructure resized

R4.2 Security measures and tools to control and prevent attacks improved

3. Strategic Themes

R4.3 Computing & Storage infrastructure improved and consolidated (storage exclusive for computing increased, computing workstations upgraded)

→ **O5** Improve the space availability in both campuses while developing the strategy to secure an appropriate core building.

R5.1 Agreements for the new clima lab signed

R5.2 Project for new spaces under development

→ **O6** Improve quality and efficiency. Quality through the standardization of support processes and the implementation of a compliance system. Efficiency by putting in place the best procurement and management practices and maintaining adequate KPI.

R6.1 Activity Report summarizing the main actions under the Compliance Program drafted and reported to the Executive Committee and the General Management

R6.2 SBO optimized and travel module improved

R6.3 Monitoring system to control allocations in place

R6.3 Purchasing web service extended to new users (via VPN)

3.5 Strategic Theme 5: Working for and with the people.

Overall Aim: Engage ISGlobal in a creative and dynamic dialogue and interaction with the society identifying and developing best practices in science communication and outreach.

Key Objectives and Expected Results for 2019:

→ **O1** Strengthen the ISGlobal profile and visibility in Responsible Research and Innovation (RRI), involving key stakeholders (especially La Caixa Foundation) and facilitating the engagement of researchers.

R1.1 InSPIRES Project deployed

R1.2 International and local network in RRI maintained and improved

→ **O2** Reinforce our collaboration with our trustees and partners to develop innovative experiences.

R2.1 The Living Lab Concept developed with La Caixa and Ajuntament de Barcelona

→ **O3** Reinforce the outreach activities in collaboration with local and international stakeholders.

R3.1 Outreach activities implemented as planned

→ **O4** Adapt Communication channels to current social trends.

R4.1 New communication trends evaluated and/or adopted

R4.2 “Live communications” incorporated to contents plan on a regular basis

4. Special Addendum - Global Initiatives

4.1 Chagas Disease

Aim: The Chagas Initiative aims to increase access to effective diagnosis and treatment for patients with Chagas disease, both in endemic and non-endemic countries, and to contribute to the global efforts made to control the disease.

Objectives

1. Consolidate existing research lines and promote new lines of research focused on the interactions host-parasite and identified Research priorities for CD (see priority R&D lines detected at the end of 2015 in Chagas Initiative Strategic meeting)
2. Consolidate and expand the Platform model of integrated CD care
3. Provide scientific evidence relevant for impacting health policies on CD
4. Consolidate and expand the training offer for CD

4.2 Maternal, Child and Reproductive health

Aim: Building on the work of the past 20 years, ISGlobal launched in 2012 the Maternal, Child and Reproductive Health Initiative to integrate the work of the different areas of ISGlobal -research, training, policy and global development. Maternal and newborn mortality in low- and middle-income countries is heavily impaired by neglected diseases: taken together HIV/AIDS, malaria and tuberculosis are among the leading causes of maternal mortality. Moreover, the most essential maternal and reproductive health interventions do not reach yet the most vulnerable women, girls and children in the developing world. Despite remarkable global progress, women and children health still face disproportionate inequalities in access to and quality health care. In this context, we work with the ultimate goal of helping bridge the know-do gap and support the global efforts to ensure that all women and children, regardless of where they live or are born, have access to quality health care services.

Objectives

1. Undertake and strengthen R&D in maternal, newborn, child and reproductive health (RMNCH), with focus on:
 - Malaria in pregnancy
 - Determination of causes of death
 - HIV
 - Zika
 - Maternal Immunization
 - Anaemia
 - Inequalities in maternal and reproductive health
 - Environmental health

4. Special Addendum - Global Initiatives

2. Disseminate RMNCH evidence generated in decision-making forums to inform/influence policies
3. Consolidate and expand the existing training in RMNCH
4. Increase visibility and awareness on RMNCH issues among different audiences
5. Undertake technical assistance, consultancy and analysis on RMNCH issues

4.2 Antimicrobial Resistance

Aim: In the last years the number of available antimicrobial agents active against resistant pathogens has decreased, reducing the therapeutic options to treat infections due to multidrug resistant (MDR) microorganisms. Although MDR pathogens are mainly causing infections in the hospital, the figures regarding infections caused by MDR bacteria in the community are increasing. When resistance to first-line drugs increases, infections last longer and become more expensive to treat, with hospitalization required in many cases. This situation increases health costs and poses a serious risk to the progress made in global health by countries, communities and individuals in the past decades. In fact, a recent report published by Lord Jim O'Neill indicates that annually over 700,000 people die worldwide due to infections caused by MDR pathogens, and it is predicted that this number will achieve 10 million deaths by 2050 unless new policies and actions are implemented. At the Antimicrobial Resistance Initiative, we are focused on promoting the transfer of scientific knowledge and spur social debate to have a huge impact on public health and decision making policies.

Objectives

1. Research and Development: Our main goal on 2019 regarding the research area is to obtain new funding sources for the research group in order to develop innovative research lines as well as being able to continue the lines already established. Another of the objectives will be to constitute a spin-off focused on three aspects: 1) discovery of new antibiotics and new biomarkers for improving diagnostics, 2) set up a new delivery method of intestinal microbiota for multiple applications 3) establish a portfolio to provide different tools and services to the pharmaceutical & biotechnological industry.
2. Policy and Global Development: We plan to contribute to define an antimicrobial resistance mapping in areas where there is a lack of information, particularly in low and middle-income countries (LMICs). In this context, we plan to reinforce our presence in Morocco and collaborate with local researchers through a project in this country under the umbrella of the Mediterranean Health Observatory, for tracking and monitoring antibiotic resistance.
3. Training and Dissemination: We plan to organize some activities addressed to professionals in the field of microbiology

4. Special Addendum - Global Initiatives

and antimicrobial resistance (AMR) (Summer School, International Symposium), others addressed to the general public (workshops at “Science Events”, supervision of “Treballs de Recerca” at high schools) and to scientific journalists.

4. Communication: The design of educational materials used in the context of the “World Antibiotic Awareness Week” and training activities will be required to support them.

4.4 Malaria Elimination

Aim: The Malaria Elimination Initiative advances in research, training and policy to create impact.

Objectives

1. To evaluate tools that can advance elimination such as the Ivermectin Platform. To assess the utility of Ivermectin, an endectocidal drug as complementary vector control tool against residual transmission. To lead the development of an Ivermectin Technology Roadmap to align actors and funders.
2. To coordinate effectively, raise visibility and utility of the Malaria Eradication Scientific Alliance (MESA) already established as a platform to drive an evidence-based approach to malaria eradication, create knowledge management tools to accelerate translation into both science and policy, and communicate lessons learned to the broader community.
3. To continue with the progress made in the Mozambican Alliance Towards Elimination of Malaria (MALTEM) to advance the elimination of malaria in southern Mozambique by implementation of the elimination strategy and evaluation of tools such as MDA strategies.
4. To support leadership and education on the science supporting malaria elimination strategies.
5. To support international, national and local effective policies for malaria elimination through scientific analysis and governance.

4.5 Urban Health

Aim: The Initiative aims to potentiate the impact of research in policy and society by translating scientific evidence and tools to promote healthy and sustainable urban development. The initiative brings together experts, practitioners and decision-makers across sectors to address the challenges posed by urbanisation, putting health and wellbeing at the centre of urban and transport planning. Through research, advocacy, policy and capacity building we engage with key stakeholders and the public for transformative action.

4. Special Addendum - Global Initiatives

Objectives

The Objective for 2019 is: Continue to develop the initiative on Urban Planning and Environment and Health, positioning the initiative at the regional and global levels, with the following goals:

1. Translate scientific evidence to make it accessible and relevant for policy and decision making.
2. Create a community of practice among urban and transport planners, health professionals, and economic and environmental specialists to create common language and criteria across sectors.
3. Foster innovative tools and approaches to address health challenges posed by urbanisation.
4. Engage with the public and other key stakeholders inform priorities and ensure uptake of our work.
5. Build capacity through education and training programs to train current practitioners and future leaders.
6. Consolidate and strengthen the Initiative structure through definition of policy, capacity building and networking strategies.

5. Budget 2019

Expected income for 2019 is 24.908.294 euros, of which 30% is contribution from the ISGlobal Trustees and 70% is from competitive funding, as shown in the following table:

BUDGET	P-2019
TRUSTEES	7.358.616
COMPETITIVE FUNDS	17.549.678
TOTAL	24.908.294

The following table shows expected expenditure for 2019:

EXPENDITURE	P-2019
Administration and infrastructure	2.893.561
Research	2.942.929
Global Policy	252.242
Training	152.826
Global Development	170.901
Global Health Initiative	200.622
Communications	245.534
TOTAL TRUSTEES	7.358.616
Projects	17.549.678
TOTAL	24.908.294

The main funder for competitive projects in 2018 is the European Commission, followed by UNITAID and the Instituto de Salud Carlos III (ISCIII).

FUNDERS	P-2019
EUROPEAN COMMISSION	8.462.515
UNITAID	2.368.687
ISCIII	1.449.900
BMGF	1.220.116
NIH-CDC	986.861
GENERALITAT DE CATALUNYA (AGAUR, AQuAS)	869.806
HEI (HEALTH EFFECTS INSTITUTE)	565.356
MINECO	412.317
OTHER	1.214.118
TOTAL	17.549.678

