

## KNOWLEDGE MANAGEMENT STRATEGY

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### ***Context and Background: Knowledge Management (KM) Landscape Analysis***

UHC2030 provides a multi-stakeholder platform to strengthen collaboration and contribute to the movement for resilient, sustainable, and equitable health systems in order to achieve universal health coverage and global health security by 2030. A key lever for this collaboration is knowledge management. The Knowledge Management Working Group (KMWG) helps position UHC2030 to broker knowledge across the HSS and UHC agenda and find and build upon synergies with related networks.

A mapping of existing knowledge management initiatives and some understanding of the country demand for knowledge related to UHC were key inputs for the development of a knowledge management strategy for UHC2030. In April 2017, KMWG met for the first time and commissioned a stakeholder mapping exercise to understand how networks, alliances, and other initiatives are engaged in knowledge management related to Universal Health Coverage (UHC) and Health Systems Strengthening (HSS). The exercise was completed in two phases, first to inform preliminary discussions at the UHC2030 Steering Committee Meeting in June 2017, and the second phase informed the development of a strategic framework for knowledge management.

The stakeholder mapping and KM landscape analysis included three main components:

1. **Completion of a literature review** to capture lessons and promising practices from previous landscaping exercises and efforts to develop and implement a KM strategy for a network or multi-stakeholder initiative.
2. **Mapping of KM engagement related to HSS and UHC** to understand better existing activities and resources and potential synergies among partners. Preliminary interviews and an online survey helped to catalog standard information from networks and initiatives related to the scope of their KM work, technical areas in which the organization is engaged to contribute to UHC/HSS, current methods for sharing knowledge, and the desired roles for UHC2030.
3. **Exploration of country demand** to identify knowledge gaps and current resources serving knowledge needs related to UHC. Semi-structured interviews with country representatives were conducted to understand how UHC2030 could potentially serve in a knowledge management role, linking the supply and demand and helping to address need.

### ***Challenges for Knowledge Management in the Sustainable Development Landscape***

Partnerships such as UHC2030 are designed to accelerate progress toward a development goal by pooling resources, including name-recognition and legitimacy. A review of multi-stakeholder partnerships in the post-2015 development era found that they serve as “an important aggregator and disseminator of knowledge about the issues on which they are focused” (AtKisson 2015, p.5). However, common challenges can impede effective knowledge management if they are not navigated adequately by a knowledge management strategy:

1. *The lack of common definitions.* “Knowledge management” can encompass a range of functions—including generating, capturing, pooling, updating, sharing, and disseminating knowledge. “Knowledge,” in turn, can be differentiated from other concepts related to information and data. Given the diversity of organizations included in partnerships, AtKisson noted the need for a “common ontology” for knowledge management efforts to make sure all members have a shared understanding (p. 20). This dynamic has also been identified across the United Nations System, first in a system-wide review of knowledge management in 2007 and then in a follow-up review of 28 organizations in 2016. The UN experience over this time period provides a useful example for UHC2030, given the markedly different definitions for knowledge management across organizations and the implications for coordination or creating synergies (Dumitriu 2016).
2. *Inadequate investment in KM infrastructure and practices.* Standards, metrics, systems, and incentives among other support are needed for effective knowledge management. Key challenges identified by UN agencies related to KM included the lack of support and sponsorship at the senior level, insufficient staff awareness and organizational culture, inadequate ICT interoperability, and a lack of financial resources (Dumitriu 2016). These deficits worsen when trying to coordinate KM activities across organizations. In *Mapping Global Health*

#### **Box 1. On Finding the Right Role for UHC2030 as a Knowledge Broker**

“UHC2030 needs to work on the demand side. There is a lot of knowledge available, but the problem is that the knowledge is not known or they don’t know how to use it. The channels for communications and incentives are very different in lower-income and middle-income countries and it is a different environment in which knowledge is developed and used.”

*Source:* Stakeholder interview, UHC2030 KM landscape analysis

*Architecture to Inform the Future*, Hoffman, Cole, and Pearcey (2015) found that “few global health actors are involved in the sharing of intellectual property and in harmonized norms, standards and guidelines” (p. 22).

3. *The difficulties of being a knowledge broker.* UHC2030 has entered a crowded field of networks and knowledge initiatives focused on technical areas relevant for HSS for UHC. While there is a clear need to reduce fragmentation and find synergies among partners, stakeholders expressed caution in thinking through the best way that UHC2030 can serve this role (see example in box 1). The lack of adequate trust and credibility by practitioners and policymakers can “lead to a situation where the brokered evidence is made available (‘transferred’ or ‘translated’) to knowledge recipients without being taken up (‘mobilized’ or ‘implemented’) in practice” (Kislov et al 2017, p. 110).
4. *Inadequate information available about current knowledge sharing practices and opportunities.* A preliminary search for current knowledge management initiatives relevant for UHC2030 surfaced little systematic information about the sharing and coordination among actors in the current landscape. This finding was reinforced by preliminary stakeholder interviews (example in box 2) and by existing reviews of partnerships. AtKisson asserted that “knowledge sharing within partnerships is under-researched” and that “knowledge sharing among them...designing purposeful strategies to promote inter-partnership exchange and knowledge use in order to advance a more integrated approach to sustainable development—has not yet been systematically studied” (p.25). This dynamic signals the value for UHC2030 of not just mapping the current stakeholder KM engagement but also establishing a mechanism in the KM strategy to regularly update the landscape analysis in a rapidly changing field.

**Box 2. On the need to understand current KM activities in the UHC2030 landscape**

“Every partnership is about coordination and collaboration. The trouble is that we don’t even really know what each other is doing, even if we are doing the same things. [Donor] has an objective, and they might fund five different networks. Someone needs to put the networks together, maybe have ad hoc brainstorming once a year, and find out what it is that we are all doing.”

Source: Stakeholder interview, UHC2030 KM landscape analysis

***Lessons and Promising Practices for Effective Knowledge Management***

The initial analytical work and landscaping analysis undertaken by the UHC2030 KM working group provide insights into promising practices that help to address the challenges noted above. Most importantly, the foundation for an effective knowledge management strategy should be a clear underlying vision. The review of KM in the United Nations System emphasized “the need for a strategic vision” as “the main common element of a preparedness framework” for planning and implementing effective KM (Dumitriu 2016). This theme also surfaced clearly in the preliminary interviews, with a warning that objectives of partnerships could end up with suboptimal clarity and become overlapping (box 3). Stakeholders reflected that the best KM roles for UHC2030 need to be clarified in terms of the extent to which the partnership should facilitate sharing existing knowledge versus actively identifying and addressing knowledge gaps.

The process of defining clear objectives for KM must also include thinking through the needed investments in systems, processes, and staff incentives within the organization. Kislov et al (2017) emphasized that knowledge brokering, done well, is a “costly and resource-intensive strategy,” that requires “substantial organizational investment and commitment.” The need for adequate financial resources and incentives to shape the right organizational culture for effective KM was identified in the review of the UN system and in guidance from the World Bank on how to become a knowledge-sharing organization (Dumitriu 2016; Janus 2016). A research study exploring the knowledge management practices and challenges in an international NGO network (One World International) underscored the need for adequate support and incentives as part of human resource management. Differences in the KM practices of different One World centers were found to stem from financial constraints and how receptive the local organizational culture was to rewarding knowledge generation and sharing (Smith and Lumba 2008).

**Box 3. On the importance of defining a clear mission for KM**

“We need to define the purpose clearly. There is this danger of mission bleed, where the same people show up in different partnerships and they try to pursue the same objectives each time. Then everyone is trying to do everything with every partnership when a different configuration of people might be better to do different tasks.”

*Source:* Stakeholder interview, UHC2030 KM landscape analysis

A critical KM need for achieving UHC is to better inform health policymaking and health system strengthening with robust research evidence. One promising model emerging to address this need is that of “embedded research,” in which policymakers, program managers, and implementers work directly with researchers to produce evidence relevant for key policy priorities (Langlois et al, 2017). This model, developed and piloted by the Alliance for Health Policy and Systems Research, reflects a growing call for demand-driven KM. However, determining what role(s) UHC2030 should serve in addressing this gap must include a careful consideration of the needed resources (box 4).

**Box 4. On the need for adequate investment to achieve KM objectives**

“They need to do this [KM] right and have the purpose and expectations very carefully considered. If they will be generating policy and planning knowledge, they need to hire lead people who can do this and be very clear for whom they want to generate knowledge...a key issue is that there is a huge trust gap between researchers and policymakers.”

*Source:* Stakeholder interview, UHC2030 KM landscape analysis

Another important message related to knowledge management is the need to establish a “learning loop” for strengthening organizational performance. KM should not just include a range of functions related to generating or sharing knowledge about EDC, HSS, and UHC, but it should also include appropriate metrics to assess the extent to which the KM objectives are being achieved and where adaptations might be needed. The KM strategy developed for the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF) demonstrates one approach for helping to ensure that KM practices and processes are results-oriented. To ensure that KM is integrated into the overall “results architecture,” the LDCF and SCCF have developed a KM framework directly linked to the overall results framework for both funds. This practice is closely aligned with the knowledge management preparedness framework for the UN System,

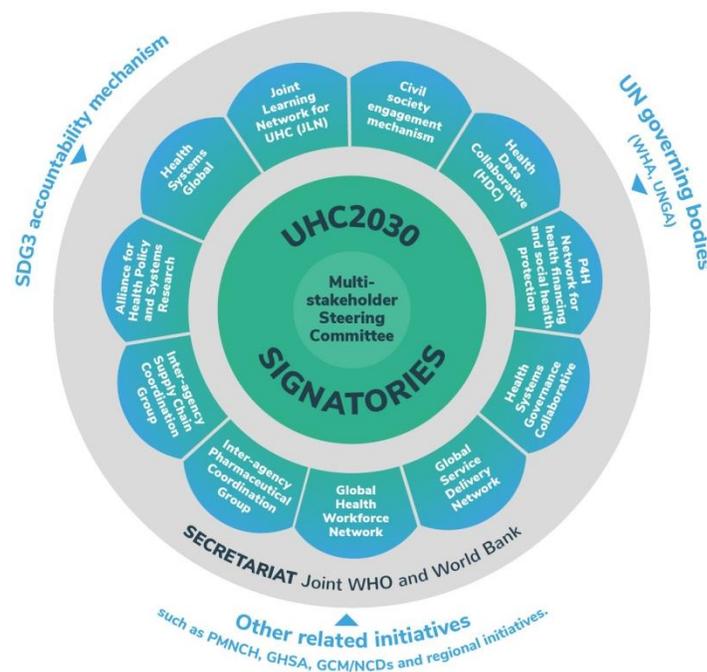
which calls for the alignment and integration of the knowledge management strategy with any other strategies or plans of actions developed by an organization (GEF 2011; Dumitriu 2016).

Finally, UHC2030 can learn from other organizations in setting up the right knowledge sharing processes for achieving KM objectives. In his assessment of current knowledge sharing practices in multi-stakeholder partnerships, AtKisson (2015) observed that “best practice in knowledge sharing is leaving behind the world of static publications and websites...and moving to more differentiated mixes of contemporary tools and approaches” (p. 18). Some more innovative practices surfacing in the field include databases of tools that practitioners can download and use, visualization platforms and knowledge maps, and interactive modeling platforms that provide automated analysis and diagramming to explain cause-and-effect relationships.

### Emerging roles for UHC2030

The landscaping analysis, especially the demand-side study with the country representatives interviewed, indicates that UHC2030 could serve valuable roles related to knowledge management. Suggested roles focus on connection and coordination rather than knowledge generation. Three functions surfaced as a starting point:

- To serve as a knowledge hub, providing connections to existing resources and initiatives and becoming recognized as the go-to resource for UHC for both providers and users.
- To provide a “rallying cry” to leverage knowledge for making evidence-based policy decisions. This component would help countries to plan for continuity, develop a more coordinated approach to UHC at the country level, and strengthen the link between technical know-how and political will.
- To create a cycle of learning what works. UHC2030 could not only serve as a central clearinghouse for knowledge but also collect feedback about knowledge use and implementation experiences.



To effectively serve any of these roles, UHC2030 will need to effectively register current demand. Channels for keeping track of country needs could include linking to academia and CSOs for regular communication through CSO Engagement Mechanism (CEM) for UHC2030, establishing a formal link to policymakers such as through the UHC2030 country members or through an established leadership body of UHC2030 Related Initiative such as the JLN Country Core Group, and periodically surveying users of knowledge products or participants in UHC2030 events. This analysis of the current dynamic landscape for knowledge management related to UHC revealed a rich collection of networks, initiatives, and other knowledge providers that form

partnerships and continually adapt their workplans to respond to funding opportunities and country demands. Some of the UHC2030 Related Initiatives, such as AHPSR or the JLN, have produced dozens of knowledge products across multiple technical areas. The snapshot of knowledge providers developed for this study does not provide an adequate directory of activities for mapping areas of specialization and potential synergies across networks. Instead, the findings provide guidance for establishing a more detailed mechanism within UHC2030, in which partners and affiliated networks could register products and services related to specific technical areas and provide periodic updates.

A comparison of the input from networks and knowledge initiatives with the brief input from country representatives highlights some key potential gaps between the supply of and demand for knowledge related to UHC. More practical how-to guidance, frameworks, and tools are needed for countries to adapt and use to address local challenges. Some of the content areas noted to be in high demand by countries received little to no mention in the survey of networks. For example, relatively few providers mentioned any focus on population coverage, ICT, or data analytics.

Promising practices identified during this review highlight the importance of articulating a clear vision for UHC2030 related to knowledge management and investing adequate resources to support the vision. The formulation of strategic pillars and actions for knowledge management should be coordinated closely with the other UHC2030 workstreams. Together, the workstreams can effectively strengthen multi-stakeholder policy dialogue and advance policy reforms to accelerate progress toward UHC.

***Strategic Pillars & Actions for Knowledge Management***

The following are the UHC2030’s strategic pillars and actions for knowledge management emerging from the landscaping analysis and KMWG meeting, as well as the Steering Committee’s initial feedback. During the first two years (2018 and 2019), KM actions will focus on supporting connector and coordination roles. Over the longer term, this could evolve to include the more active facilitation of joint knowledge generation to address knowledge gaps related to HSS and UHC.

<b>Strategic Pillars</b>	<b>Actions</b>
<b><i>PILLAR 1</i></b>	<b><i>To serve a connector role as a UHC knowledge hub, providing an interface for navigating existing platforms and portals for knowledge on UHC.</i></b>
<b><i>ACTIONS for PILLAR 1</i></b>	<ul style="list-style-type: none"> <li>1.1. To identify synergies among existing platforms and portals - to manage and continuously update a detailed inventory and analysis of UHC2030 members and health system initiatives, and to create partnerships and links to existing resources;</li> <li>1.2. To create a central health system knowledge hub to facilitate knowledge sharing, including links/interface to existing resources identified above as part of hub;</li> <li>1.3. To pool and archive knowledge resources produced by partners, especially if not captured in partner digital platform(s);</li> </ul>

	<p>1.4. To link policymakers, civil society, academia and other users to digital knowledge through directory guidance, help desk function, including to develop interactive search function or other systems to help users find relevant resources; and</p> <p>1.5. To organize health system knowledge hub marketplace during relevant international conferences such as UHC2030 forum /UN High-level meeting on UHC.</p>
<b>PILLAR 2</b>	<p><i>To align KM engagement more closely with country demand to reduce knowledge gaps related to UHC and refine understanding of gaps, linking knowledge content and services with the countries that need them.</i></p>
<b>ACTIONS for PILLAR 2</b>	<p>2.1. To strengthen UHC2030 processes and infrastructure to be able to respond on country demands for knowledge towards UHC, in close partnership with UHC2030 members and health system initiatives generating this knowledge. A multi-pronged approach to strengthen the processes and infrastructure is recommended, including fostering strong links with UHC2030 members and health system initiatives and extending this to civil society and academia;</p> <p>2.2. To create mechanisms to classify and categorize knowledge in a standardized manner, and ‘indexing’ known sources of such knowledge according to these criteria, to ensure easier search for relevant knowledge based on country demand;</p> <p>2.3. To broaden stakeholder engagement in existing initiatives beyond health system strengthening and disseminate knowledge products more effectively to potential users.</p> <p>2.4. To conduct periodical surveys and other feedback mechanisms to country policy makes, civil society and academia to understand knowledge use and inform a cycle of continual improvement for UHC2030 knowledge management.</p>

## References

Note: The list below reflects publications cited from the literature review for the landscape analysis.

- AtKisson, A. 2015. *Multi-Stakeholder Partnerships in the Post-2015 Development Era: Sharing Knowledge and Expertise to Support the Achievement of the Sustainable Development Goals*. Background paper in connection with the Expert Group meeting being convened by the Division for Sustainable Development, United Nations Department of Economic and Social Affairs. New York. June 16.
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- International Health Partnership for UHC 2030 (UHC2030). 2016. *Transitional Steering Committee Meeting: 2017 Workplan*. December 12.
- Janus, S. J. 2016. *Becoming a Knowledge-Sharing Organization: A Handbook for Scaling Up Solutions through Knowledge Capturing and Sharing*. World Bank Group. Washington, D.C.
- Joint Learning Network for UHC. 2017. *Using Data Analytics to Monitor Health Provider Payment Systems: A Toolkit for Countries Working Toward Universal Health Coverage*.
- Kislov, R., Wilson, P., and Boaden, R. 2017. The ‘dark side’ of knowledge brokering. *Journal of Health Services Research & Policy*. Vol. 22(2) 107-112.
- Langlois, EV., Nhan, T.T., Ghaffar A., Reveiz L., and Becerra-Posada F. 2017. Embedding research in health policy and systems in the Americas. *Rev Panam Salud Publica*. 2017; 41:e68.
- Long, J.C., Cunningham, F.C., and Braithwaite, J. 2013. Bridges, brokers and boundary spanners in collaborative networks: a systematic review. *BMC Health Services Research*. 13:158.
- Organisation for Economic Co-operation and Development 2016. *Reviews of Health Systems*. Mexico: Assessment and Recommendations.

Smith, J.G. and Lumba, P.M. 2008. Knowledge management practices and challenges in international networked NGOs: the case of One World International. *The Electronic Journal of Knowledge Management*. Volume 6(2) 167-176.

Smith, R. and Lee, K. 2017. Global health governance: we need innovation not renovation. *BMJ Global Health*. 2017; 2:e000275.

United Nations Development Programme. 2014. UNDP Knowledge Management Strategy Framework 2014-2017. New York.

United Nations General Assembly. 2014. *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet*. Sixty-ninth session. December 4.

Witter, S., Anderson, I., Bhandari, N. and Jones, A. 2017. *What types of institutions currently facilitate learning between countries about improving health systems?* Oxford Policy Management.

**Annex 1. Implementation Plan (TBC)**

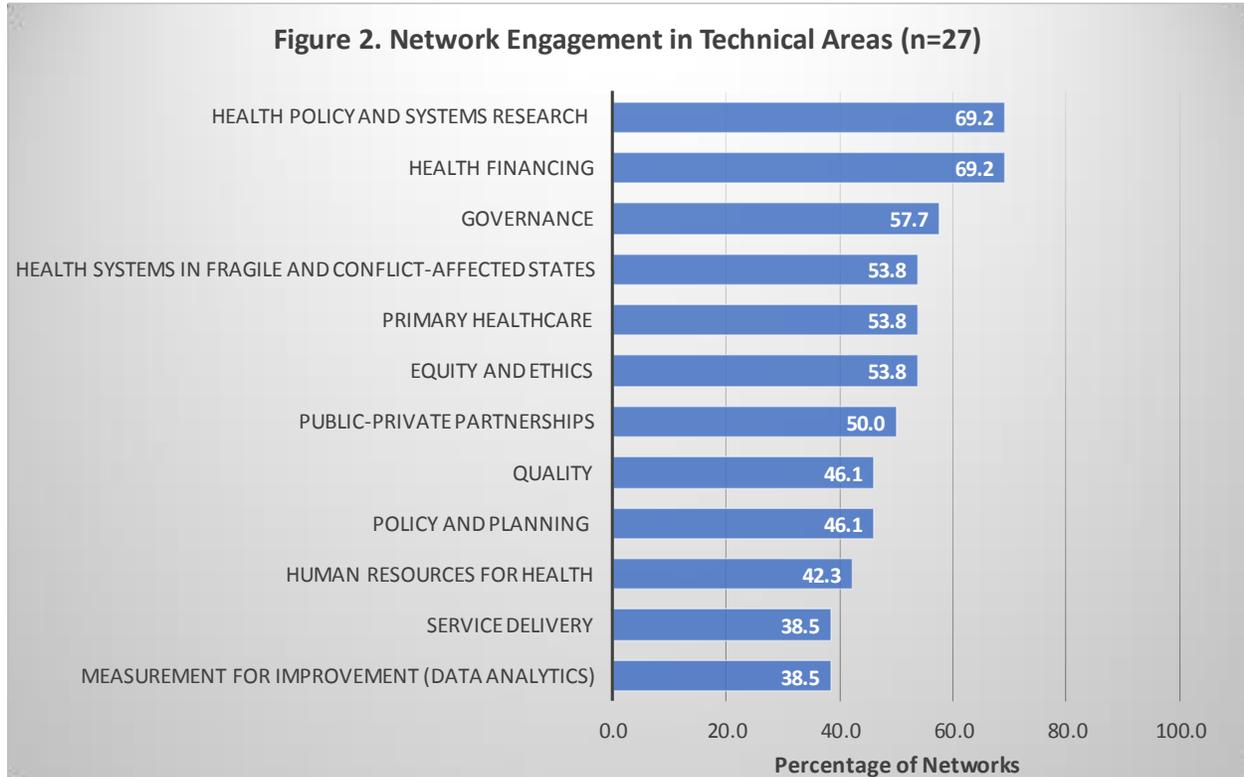
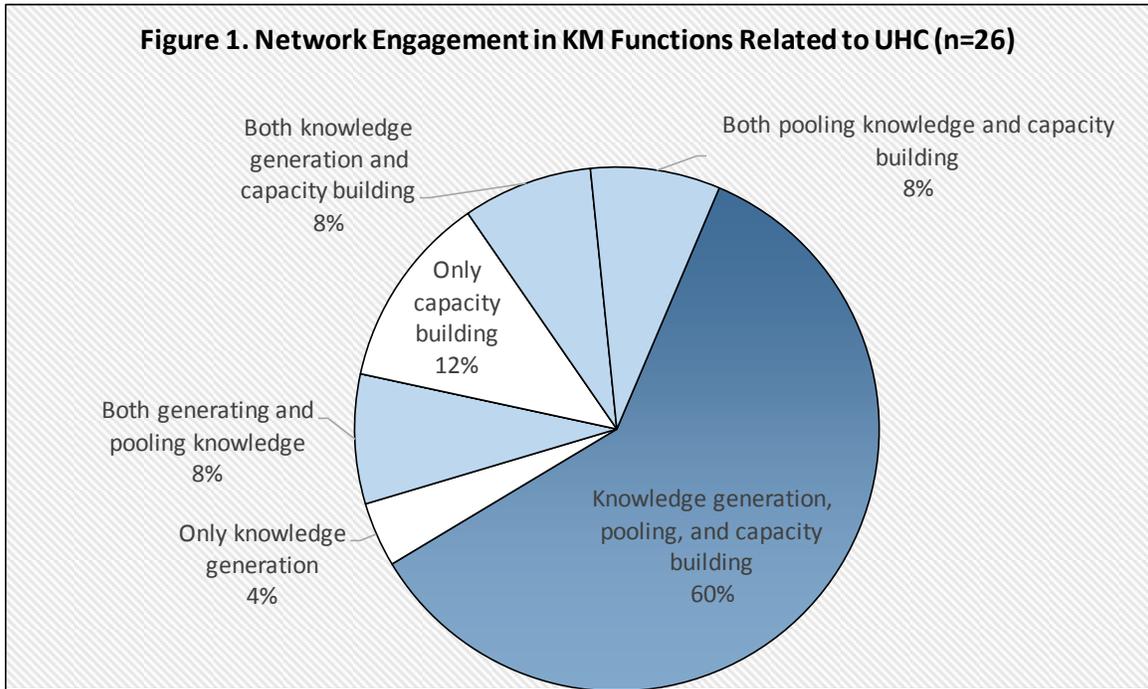
While the success of this strategy will depend on broad participation and support from a wide range of partners beyond UHC2030, the following implementation plan outlines UHC2030’s own contributions to the KM workplan in 2018-2019, with a heavier emphasis on the first year to start. As noted earlier, UHC2030’s contributions will focus on facilitating and aligning partners’ efforts, rather than duplicating them. Much of the strategy will depend on diverse partners identifying which of the pillars and actions above align best with their own strengths, resources and priorities. This implementation plan will be regularly reassessed and refined.

	Expected outcomes	Indicators	Deliverables	Lead	Support
	UHC2030 serves a connector role as a UHC knowledge hub, providing an interface for navigating existing platforms and portals for knowledge on UHC.	<p># Establishment of virtual UHC2030 knowledge hub, with interactive search features [Y/N for 2018]</p> <p># of UHC2030 related initiatives, platforms, and portals registered in UHC2030 KM hub, with descriptions and links to knowledge products and services</p> <p># of searches conducted, by technical areas and other search function</p> <p># Health system knowledge hub marketplace events organized</p>	<p>Central UHC2030 KM <b>virtual hub</b> established as interface for all online UHC2030 KM resources and services</p> <p><b>Online registry created of existing platforms and portals</b>, with filters by technical area, type of product or service, type of user, region and/or other variables—this will operationalize process to identify synergies among existing platforms and portals - to manage and continuously update a detailed inventory and analysis of UHC2030 members and health system initiatives, and to create partnerships and links to existing resources.</p> <p>Interactive searches supported through <b>filters on key terms</b> and <b>designated contact</b> (beta help desk function) to process live requests and refine system design to ensure that policymakers civil society, academia and other users linked to digital knowledge</p> <p><b>Health system knowledge hub market place</b> organized during relevant international events such as UHC2030 forum /UN High-level meeting on UHC</p>	KMWG + Joint Learning Network	P4H

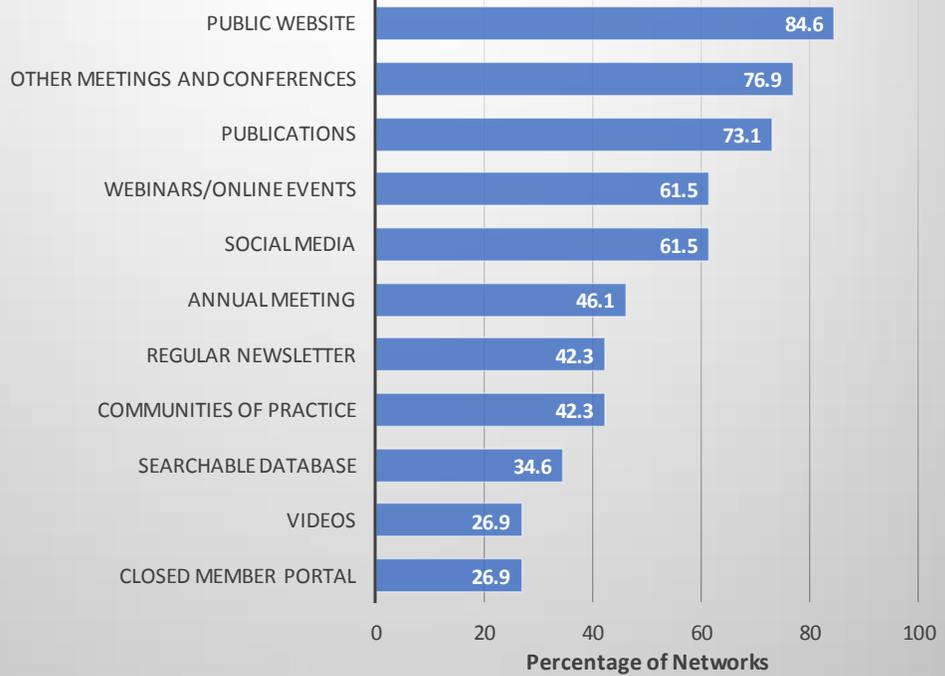
<p>KM engagement aligned more closely with country demand to reduce knowledge gaps related to UHC and refine understanding of gaps, linking knowledge content and services with the countries that need them.</p>	<p># hits on most frequently retrieved links, knowledge products and services—to understand patterns of demand</p> <p># of potential knowledge users surveyed, by type of respondent</p> <p># and types of dissemination channels established (i.e. via virtual knowledge hub, listserv to rebroadcast announcements and new releases, etc.)</p>	<p><b>Quarterly analysis of patterns of use</b> of UHC2030 knowledge hub, by type of user and content</p> <p><b>Formal feedback mechanisms</b> established to understand country demands for knowledge:</p> <ul style="list-style-type: none"> <li>• Survey of country representatives including policymaker, academia, and civil society perspectives</li> <li>• Online feedback tool for users to submit concerns and requests</li> </ul> <p><b>Two or more dissemination channels established</b> for increasing the distribution of knowledge products generated through related initiatives</p>	<p>KMWG+ Joint Learning Network</p>	
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***Cross linkages: The KMWG will work closely with the advocacy working group for knowledge relevant for use by the advocacy group. It will also work closely with all other working groups to ‘warehouse’ and distribute the knowledge generated by the working groups.***

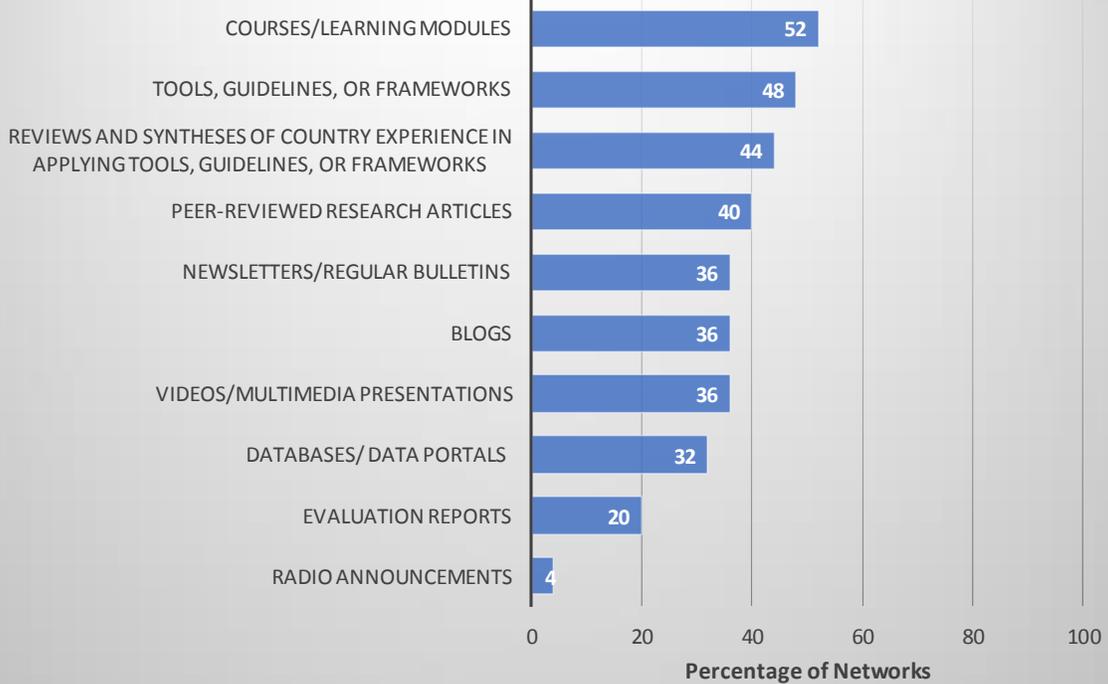
**Annex 2. Key Figures from the KM landscape Analysis**



**Figure 3. Knowledge Sharing Channels and Tools Used by Networks in the Past 12 Months (n=26)**



**Figure 4. Types of Knowledge Products Produced by Networks in the Past 12 Months (n=26)**



### Annex 3. Overview of Stakeholder Organizations and Knowledge Initiatives with a Focus on UHC

#### Profiles of Responding Organizations (n=27) (listed in alphabetical order)

Name	Website	Headquarters
<b>Action for Global Health (AfGH)</b>	<a href="http://www.actionforglobalhealth.eu/">http://www.actionforglobalhealth.eu/</a>	UK
<p><b>Overview:</b> AFGH is a broad European network of NGOs advocating for Europe to play a more proactive role in enabling developing countries to meet the right to health for all and the health-related Sustainable Development Goals (SDGs). Established in 2006, today AfGH is active in France, Germany, Italy, Spain, the Netherlands, the UK and Brussels, and has over 50 member NGOs across these countries.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>• Human resources for health</li> <li>• Medicines in health systems</li> <li>• Policy and planning</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Service delivery</li> <li>• Health systems in fragile and conflict-affected states</li> <li>• Other: UHC + different health priority areas (e.g., Malaria, AMR, etc.)</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Social media</li> <li>• Other: Member mailing lists</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Other: Briefing paper</li> </ul>		

Name	Website	Headquarters
<b>African Health Economics and Policy Association (AfHEA)</b>	<a href="http://afhea.org/en/">http://afhea.org/en/</a>	Ghana
<p><b>Overview:</b> The overall mission of AfHEA is to contribute to the promotion and strengthening of the use of health economics and health policy analysis in achieving equitable and efficient health systems and improved health outcomes in Africa, especially for the most vulnerable populations. Its membership includes over 200 health economics, financing and policy experts from African countries residing within and outside the continent.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Health financing</li> <li>• Health economics</li> <li>• Health economic analysis and research</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Policy and planning</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Service delivery</li> </ul>		

<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>• Closed member portal</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• Regular newsletter</li> <li>• Searchable database</li> <li>• Social media</li> <li>• Videos</li> </ul>	<ul style="list-style-type: none"> <li>• Webinars/online events</li> <li>• Other: Biennial Scientific Conference</li> </ul>
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Peer-reviewed research articles</li> <li>• Evaluation reports</li> <li>• Databases/ data portals</li> <li>• Videos/multimedia presentations</li> <li>• Radio announcements</li> <li>• Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>African Health Leadership and Management Network (AHLMN)</b>	<a href="http://www.ahlmn.org/">http://www.ahlmn.org/</a>	Kenya
<p><b>Overview:</b> The mission of AHLMN is to improve the coverage and quality of health services in Africa through the strengthening of the management and leadership of institutions in the health sector. At a meeting held at the Amref Health Africa in Nairobi, Kenya in December 2008, 33 African and international institutions agreed on and ratified a constitution to formally establish the network.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Information and communications technology</li> <li>• Measurement for improvement (data analytics)</li> <li>• Medicines in health systems</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Publications</li> <li>• Social media</li> <li>• Webinars/online events</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Courses/learning modules</li> </ul>		

Name	Website	Headquarters
<b>Alliance for Health Policy and Systems Research (AHPsr)</b>	<a href="http://www.who.int/alliance-hpsr/about/en/">http://www.who.int/alliance-hpsr/about/en/</a>	Switzerland
<p><b>Overview:</b> The Alliance is an international partnership hosted by the World Health Organization since 1999. Its mission is to promote the generation and use of health policy and systems research (HPSR) as a means to strengthen the health systems of low- and middle-income countries. With more than 350 partners, the Alliance provides a forum for the health policy and systems research community; supports institutional capacity for conducting and using health policy and systems research; stimulates the generation of knowledge and innovations to nurture learning and resilience in health systems; and increases the demand for and use of knowledge for strengthening health systems.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Health financing</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Primary healthcare</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Regular newsletter</li> <li>• Webinars/online events</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Peer-reviewed research articles</li> <li>• Videos/multimedia presentations</li> </ul>		

Name	Website	Headquarters
<b>Asian eHealth Information Network (AeHIN)</b>	<a href="http://www.aehin.org/">http://www.aehin.org/</a>	Hong Kong
<p><b>Overview:</b> AeHIN promotes better use of information communication technology (ICT) to achieve better health through peer-to-peer assistance and knowledge sharing and learning through a regional approach for greater country-level impacts across South and Southeast Asia. The Network encourages membership among eHealth-related practitioners and organizations (government agencies, private and civil society organizations, development agencies) in the fields of health statistics, epidemiology, health/biomedical informatics, knowledge management, civil registration, health sector ICT project management, organisational development, and related disciplines to be part of AeHIN.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Information and communications technology</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Regular newsletter</li> <li>• Social media</li> <li>• Webinars/online events</li> <li>• Other: Community-driven platform with tools, guidelines, and experience for peer exchange; listservs</li> </ul>		

<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Databases/ data portals</li> <li>• Newsletters/regular bulletins</li> </ul>
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Name	Website	Headquarters
<b>Asia-Pacific Network for Health Systems Strengthening (ANHSS)</b>	<a href="http://www.anhss.org/">http://www.anhss.org/</a>	Hong Kong
<b>Overview:</b> ANHSS was initially established as a consortium style regional network to support knowledge transfer and capacity building. In August 2016 ANHSS underwent incorporation with the support of USAID to expand and better serve the Health Systems Strengthening needs of the Asian Pacific region. The goal of ANHSS is to assist the governments in the region to share experiences and lessons and offer in-depth knowledge and practical skills training in the various areas of health systems strengthening. It currently includes 12 member institutions.		
<b>KM Functions</b> <ul style="list-style-type: none"> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> </ul>		
<b>Technical Areas</b> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>•</li> <li>• Health policy and systems research</li> <li>• Measurement for improvement (data analytics)</li> <li>• Public-private partnerships</li> <li>• Other: Hospital reform</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b> <ul style="list-style-type: none"> <li>• Closed member portal</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Webinars/online events</li> </ul>		
<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>• Courses/learning modules</li> </ul>		

Name	Website	Headquarters
<b>Center for Health Market Innovations (CHMI) Innovations Database</b>	<a href="http://healthmarketinnovations.org/">http://healthmarketinnovations.org/</a>	USA
<b>Overview:</b> CHMI collaborates with a global network of country-based organizations that acts as a facilitator of key local and regional actors, carrying out the dual role of connecting promising programs to opportunities and encouraging system-level change. Over the past five years, CHMI has worked with over fifteen in-country partners around the globe. Most recently, partners have become more directly engaged in fostering public-private dialogue and serving as catalysts and advisers to country efforts to steward mixed health systems. CHMI's most recent partners were based in India, Kenya, Nigeria, Pakistan, and South Africa.		
<b>KM Functions</b> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b> <ul style="list-style-type: none"> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b> <ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Regular newsletter</li> <li>• Searchable database</li> <li>• Social media</li> <li>• Webinars/online events</li> </ul>		

<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Databases/ data portals</li> <li>• Blogs</li> </ul>
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Name	Website	Headquarters
<b>Gavi, the Vaccine Alliance</b>	<a href="http://www.gavi.org/">http://www.gavi.org/</a>	Switzerland, USA
<b>Overview:</b> Created in 2000, Gavi is an international organisation - a global Vaccine Alliance, bringing together public and private sectors with the shared goal of creating equal access to new and underused vaccines for children living in the world's poorest countries.		
<b>KM Functions</b> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>• Health economic analysis and research</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Information and communications technology</li> <li>• Measurement for improvement (data analytics)</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Service delivery</li> <li>• Health systems in fragile and conflict-affected states</li> <li>• Other: Supply chain, Data management, Demand promotion, Leadership Management and Coordination, Sustainability and Political will, and HRH.</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Other meetings and conferences</li> <li>• Other: Gavi keeps a repository of information related to grants and Gavis work that can be accessed through website. Evaluations, assessments and reviews are also disseminated through meetings and conferences.</li> <li>• Public website</li> <li>• Publications</li> <li>• Social media</li> <li>• Videos</li> <li>• Other (specify):</li> </ul>		
<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Evaluation reports</li> </ul>		

Name	Website	Headquarters
<b>Global Health Workforce Network (GHWN)</b>	<a href="http://www.who.int/hrh/network/en/">http://www.who.int/hrh/network/en/</a>	Switzerland
<b>Overview:</b> GHWN operates within WHO as a global mechanism for stakeholder consultation, dialogue and coordination on comprehensive and coherent health workforce policies in support of the implementation of the Global Strategy on Human Resources for Health. Network activities will be aligned with the evolving work of another thematic network facilitated by WHO focused on health evidence, the Health Data Collaborative.		
<b>KM Functions</b> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		

<b>Technical Areas</b> <ul style="list-style-type: none"> <li>Equity and ethics</li> <li>Governance</li> <li>Health financing</li> <li>Health economics</li> <li>Health economic analysis and research</li> <li>Health policy and systems research</li> <li>Human resources for health</li> <li>Information and communications technology</li> <li>Measurement for improvement (data analytics)</li> <li>Medicines in health systems</li> <li>Policy and planning</li> <li>Primary healthcare</li> <li>Public-private partnerships</li> <li>Quality</li> <li>Service delivery</li> <li>Health systems in fragile and conflict-affected states</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b> <ul style="list-style-type: none"> <li>Annual meeting</li> <li>Other meetings and conferences</li> <li>Public website</li> <li>Publications</li> <li>Regular newsletter</li> <li>Searchable database</li> <li>Social media</li> <li>Webinars/online events</li> </ul>		
<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>Tools, guidelines, or frameworks</li> <li>Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>Courses/learning modules</li> <li>Peer-reviewed research articles</li> <li>Databases/ data portals</li> <li>Videos/multimedia presentations</li> <li>Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Collectivity (Harmonization for Health in Africa CoPs)</b>	<a href="https://www.thecollectivity.org">https://www.thecollectivity.org</a>	Belgium
<b>Overview:</b> Collectivity is a collaborative platform designed to provide a new model of collective action that goes beyond the electronic platforms and forums often constraining communities of practice.		
<b>KM Functions</b> <ul style="list-style-type: none"> <li>Generation of new knowledge (research, evaluation, analysis)</li> <li>Pooling of knowledge resources (serving as information clearinghouse)</li> <li>Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>Sharing knowledge with members</li> <li>Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b> <ul style="list-style-type: none"> <li>Governance</li> <li>Health financing</li> <li>Health economics</li> <li>Health economic analysis and research</li> <li>Health policy and systems research</li> <li>Information and communications technology</li> <li>Measurement for improvement (data analytics)</li> <li>Policy and planning</li> <li>Service delivery</li> <li>Health systems in fragile and conflict-affected states</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b> <ul style="list-style-type: none"> <li>Closed member portal</li> <li>Communities of practice</li> <li>Other meetings and conferences</li> <li>Public website</li> <li>Publications</li> <li>Regular newsletter</li> <li>Social media</li> <li>Webinars/online events</li> <li>Other: Collaborative projects</li> </ul>		
<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>Tools, guidelines, or frameworks</li> <li>Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>Courses/learning modules</li> <li>Peer-reviewed research articles</li> <li>Blogs</li> <li>Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Harnessing Non-state Actors for Better Health for the Poor (HANSHEP)</b>	<a href="http://www.hanshep.org/">http://www.hanshep.org/</a>	UK
<p><b>Overview:</b> HANSHEP was formed in 2010 to bring together development agencies and countries seeking to improve the performance of the non-state sector in delivering better healthcare to the poor by working together, learning from each other, and sharing this learning with others. HANSHEP works to strengthen the capacity of governments to secure better performance and investment from private, faith-based, community, NGO and other non-state actors in the health sector.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Health financing</li> <li>• Health policy and systems research</li> <li>• Policy and planning</li> <li>• Public-private partnerships</li> <li>• Service delivery</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Closed member portal</li> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Social media</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Blogs</li> </ul>		

Name	Website	Headquarters
<b>Health Care Information for All (HIFA)</b>	<a href="http://www.hifa.org">www.hifa.org</a>	Switzerland
<p><b>Overview:</b> HIFA is a global health network of more than 16,000 members (health workers, librarians, publishers, researchers, policymakers...) committed to the progressive realization of a world where every person has access to the healthcare information they need to protect their own health and the health of others. One-third of members are based in Africa, one-third in Europe, and one-third in the rest of the world. HIFA members represent more than 2500 organizations across 176 countries worldwide, and interact on five HIFA Forums in three languages (English, French, Portuguese).</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Health policy and systems research</li> <li>• Information and communications technology</li> <li>• Primary healthcare</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Social media</li> <li>• Videos</li> <li>• Webinars/online events</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Videos/multimedia presentations</li> <li>• Blogs</li> <li>• Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Health Data Collaborative</b>	<a href="https://www.healthdatacollaborative.org">https://www.healthdatacollaborative.org</a>	Switzerland
<p><b>Overview:</b> The Health Data Collaborative is an inclusive partnership of international agencies, governments, philanthropies, donors and academics, with the common aim of improving health data. Countries are at the core of what we do, supported by donors, academics, UN agencies and civil society organizations. The Health Data Collaborative is not a formal partnership. We operate with a light, nimble governance structure, based on a shared vision that by working together to strengthen country information systems, we can contribute meaningfully to better decision-making and better health. Nor is the Health Data Collaborative a fund. It is not directly responsible for financing health information systems, but for bringing countries, donors and other partners together to make sure investments are made in the most efficient and effective way.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>• Health economics</li> <li>• Health economic analysis and research</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Information and communications technology</li> <li>• Measurement for improvement (data analytics)</li> <li>• Medicines in health systems</li> <li>• Policy and planning</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Service delivery</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Regular newsletter</li> <li>• Social media</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Health Systems Global (HSG)</b>	<a href="http://www.healthsystemsglobal.org/">http://www.healthsystemsglobal.org/</a>	Georgia
<p><b>Overview:</b> HSG is a unique organization driven by a diverse, global membership of researchers, decision-makers and implementers who are dedicated to promoting health systems research and knowledge translation. Its mission is to Convene researchers, policy-makers and implementers from around the world to develop the field of health systems research and unleash their collective capacity to create, share and apply knowledge to strengthen health systems.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Medicines in health systems</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Regular newsletter</li> <li>• Searchable database</li> <li>• Social media</li> <li>• Webinars/online events</li> <li>• Other (specify): Regional initiatives</li> </ul>		

<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>• Courses/learning modules</li> <li>• Peer-reviewed research articles</li> <li>• Databases/ data portals</li> <li>• Videos/multimedia presentations</li> <li>• Blogs</li> <li>• Newsletters/regular bulletins</li> </ul>
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Name	Website	Headquarters
<b>INDEPTH Network</b>	<a href="http://www.indepth-network.org/">http://www.indepth-network.org/</a>	Ghana
<p><b>Overview:</b> We are a global network of health and demographic surveillance systems (HDSSs) that provide a more complete picture of the health status of communities. INDEPTH membership is currently composed of 44 member health research centres that observe through 48 HDSS field sites the life events of over three million, eight hundred people in 18 LMICs in Africa, Asia and Oceania. Since its inception in 1998, the Network has gathered a treasure trove of robust data, and is uniquely positioned both to answer the most pressing questions on health, population dynamics and development, and to provide policy-makers and donors with evidence on the impact of interventions.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Health economic analysis and research</li> <li>• Measurement for improvement (data analytics)</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Other meetings and conferences</li> <li>• Publications</li> <li>• Public website</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Peer-reviewed research articles</li> </ul>		

Name	Website	Headquarters
<b>IntegratedCare4People Web Platform</b>	<a href="http://www.integratedcare4people.org/">http://www.integratedcare4people.org/</a>	Switzerland, Spain
<p><b>Overview:</b> The <b>IntegratedCare4People</b> web platform was launched in May 2016 to support the implementation of the <a href="#">WHO Framework on integrated people-centred health services</a>. The web platform is a global network that supports knowledge exchange and interaction among stakeholders on the five strategies proposed by the Framework.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Quality</li> <li>• Primary healthcare</li> <li>• Service delivery</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Public website</li> <li>• Searchable database</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <p>None noted (web platform launched recently)</p>		

Name	Website	Headquarters
<b>International Decision Support Initiative (iDSI)</b>	<a href="http://www.idsihealth.org/">http://www.idsihealth.org/</a>	UK
<p><b>Overview:</b> iDSI is a global network of health, policy and economic expertise, working to achieve Universal Health Coverage. We support countries to make better decisions about how much public money to spend on healthcare and how to make that money go further. We believe everyone should have fair access to health, receiving the right treatment and the right medicines at the right time. iDSI forges regional and global partnerships that share the knowledge and support needed to achieve real world health gains. We focus on building institutional knowledge within existing health systems so countries can lead their own progress towards UHC.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Health financing</li> <li>• Health economics</li> <li>• Health economic analysis and research</li> <li>• Health policy and systems research</li> <li>• Medicines in health systems</li> <li>• Policy and planning</li> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Searchable database</li> <li>• Social media</li> <li>• Videos</li> <li>• Webinars/online events</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Peer-reviewed research articles</li> <li>• Evaluation reports</li> <li>• Databases/ data portals</li> <li>• Videos/multimedia presentations</li> <li>• Blogs</li> </ul>		

Name	Website	Headquarters
<b>International Health Economics Association (iHEA)</b>	<a href="https://www.healthconomics.org/">https://www.healthconomics.org/</a>	South Africa
<p><b>Overview:</b> iHEA was formally founded on May 10, 1994, with initial activities limited to the annual Arrow Award, distribution of existing health economics journals, and the annual HEAL newsletter. The inaugural iHEA Congress was held in Vancouver in 1996 with 652 attendees, and the 2nd iHEA Congress in Rotterdam in 1999. Since then, there are biennial congresses, now attended by 1,500 to 1,800 delegates. These congresses soon became the main activity of iHEA, along with increasingly frequent dissemination of information on upcoming health economics events, job opportunities and other news.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Sharing knowledge with members</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Health financing</li> <li>• Health economics</li> <li>• Health economic analysis and research</li> <li>• Measurement for improvement (data analytics)</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Other: expect to develop social media and webinars</li> </ul>		

<b>Types of Knowledge Products</b> <ul style="list-style-type: none"> <li>Databases/ data portals</li> <li>Other: new knowledge products will be developed (iHEA is in transition)</li> </ul>
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Name	Website	Headquarters
<b>International Network of Agencies for Health Technology Assessment (INAHTA)</b>	<a href="http://www.inahta.org/">http://www.inahta.org/</a>	Canada
<p><b>Overview:</b> INAHTA is a network of 52 HTA agencies that support health system decision making that affects over 1 billion people in 33 countries around the globe. With more than 2,100 staff and consultants working in the INAHTA network, there are clear benefits to connecting these agencies together to cooperate and share information about producing and disseminating HTA reports for evidence based decision making.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>Generation of new knowledge (research, evaluation, analysis)</li> <li>Pooling of knowledge resources (serving as information clearinghouse)</li> <li>Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>Sharing knowledge with members</li> <li>Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>Health economics</li> <li>Health economic analysis and research</li> <li>Health policy and systems research</li> <li>Medicines in health systems</li> <li>Other: Health Technology Assessment</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>Annual meeting</li> <li>Closed member portal</li> <li>Communities of practice</li> <li>Public website</li> <li>Publications</li> <li>Searchable database</li> <li>Webinars/online events</li> </ul>		
<ul style="list-style-type: none"> <li>Other: International HTA database <a href="https://www.crd.york.ac.uk/CRDWeb/">https://www.crd.york.ac.uk/CRDWeb/</a> International HTA glossary <a href="http://htaglossary.net/HomePage">http://htaglossary.net/HomePage</a></li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>Peer-reviewed research articles</li> <li>Databases/ data portals</li> </ul>		

Name	Website	Headquarters
<b>Joint Learning Network for UHC</b>	<a href="http://www.jointlearningnetwork.org/">http://www.jointlearningnetwork.org/</a>	USA
<p><b>Overview:</b> The JLN is an innovative, country-driven network of practitioners and policymakers from around the globe who co-develop global knowledge products that help bridge the gap between theory and practice to extend coverage to more than 3 billion people. Since the network was launched in 2010, the JLN community has grown from the six founding member countries to include leaders from ministries of health and national health financing agencies and other key government institutions in 27 Asian, African, European, Latin American and Middle Eastern countries as well as a diverse group of international, regional, and local partners.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>Generation of new knowledge (research, evaluation, analysis)</li> <li>Pooling of knowledge resources (serving as information clearinghouse)</li> <li>Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>Sharing knowledge with members</li> <li>Sharing knowledge with external audiences</li> </ul>		

<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>• Governance</li> <li>• Health financing</li> <li>• Health policy and systems research</li> </ul>	<ul style="list-style-type: none"> <li>• Information and communications technology</li> <li>• Measurement for improvement (data analytics)</li> <li>• Policy and planning</li> </ul>	<ul style="list-style-type: none"> <li>• Primary healthcare</li> <li>• Public-private partnerships</li> <li>• Quality</li> <li>• Service delivery</li> </ul>
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>• Closed member portal</li> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Public website</li> <li>• Publications</li> <li>• Regular newsletter</li> <li>• Searchable database</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Videos</li> <li>• Webinars/online events</li> </ul>
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Evaluation reports</li> <li>• Databases/ data portals</li> <li>• Videos/multimedia presentations</li> <li>• Blogs</li> <li>• Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Medicus Mundi International Network (MMI)</b>	<a href="http://www.medicusmundi.org/">http://www.medicusmundi.org/</a>	Germany
<p><b>Overview:</b> MMI is a network of organizations working in the field of international health cooperation and global health. The Network promotes access to health and health care as a fundamental human right and supports the efforts undertaken in this respect by its members. In 2017 MMI has 20 members, based in 11 countries (Belgium, Benin, Germany, Italy, Kenya, the Netherlands, Poland, Spain, Switzerland, United Kingdom, Zimbabwe), two members (ACHAP and EPN) being international networks themselves. The Network’s joint expertise is based on the “field” experience of its members and the members’ partners.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>• Governance</li> <li>• Human resources for health</li> <li>• Information and communications technology</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement for improvement (data analytics)</li> <li>• Medicines in health systems</li> <li>• Service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Health systems in fragile and conflict-affected states</li> <li>• Other: Development cooperation and HSS/UHC</li> </ul>
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Communities of practice</li> </ul>	<ul style="list-style-type: none"> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• Regular newsletter</li> <li>• Social media</li> </ul>
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>• Blogs</li> <li>• Other: Discussion paper (on international health cooperation) Essay contest (health cooperation beyond aid) Meeting documentations (Berlin 2016, Geneva 2017)</li> </ul>		

Name	Website	Headquarters
<b>P4H (Global Network for Health Financing)</b>	<a href="https://p4h.world/">https://p4h.world/</a>	Washington
<p><b>Overview:</b> P4H is the global network for health financing and social health protection, with a broad mix of international partners and investors in Universal Health Coverage with different mandates, purposes, comparative strengths, and sector affiliation. P4H combines the normative and technical support with the political commitment, financial contributions and wealth of expertise and experience of its member organizations. Member organizations of the P4H Network hold mandates spanning health, social and finance sectors. This unique mix is the trademark of the P4H Network and brings it leading edge approach to UHC. The P4H digital platform is designed to enable members to connect and joint efforts. The platform is a hub and dashboard that provides unparalleled network space, interactive access to knowledge and case studies, tools for improving project and activity management - and the possibility to get involved on both global and local levels.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<p><b>Technical Areas</b></p> <ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Health financing</li> <li>• Health policy and systems research</li> <li>• Policy and planning</li> <li>• Health systems in fragile and conflict-affected states</li> </ul>		
<p><b>Knowledge Sharing Channels and Tools</b></p> <ul style="list-style-type: none"> <li>• Closed member portal</li> <li>• Communities of practice</li> <li>• Other meetings and conferences</li> <li>• Public website</li> <li>• Publications</li> <li>• Searchable database</li> <li>• Social media</li> </ul>		
<p><b>Types of Knowledge Products</b></p> <ul style="list-style-type: none"> <li>• Tools, guidelines, or frameworks</li> <li>• Courses/learning modules</li> <li>• Databases/ data portals</li> </ul>		

Name	Website	Headquarters
<b>Social Innovation in Health Initiative (SIHI)</b>	<a href="http://socialinnovationinhealth.org">http://socialinnovationinhealth.org</a>	
<p><b>Overview:</b> SIHI is a network of passionate individuals and institutions combining their skills and resources in support of key activities to promote social innovation in health. Their united effort provides leadership to advance social innovation in health in developing countries, with the ultimate goals to achieve the SDGs and improve the lives of communities in the south. Launched in 2014, SIHI is spearheaded by TDR, the Special Programme for Research and Training in Tropical Diseases, hosted at the World Health Organization. In 2017, SIHI's implementing partners include the London School of Hygiene and Tropical Medicine, the University of the Philippines, the University of Malawi, Makerere University, Uganda, the University of Cape Town and the Pan American Health Organization.</p>		
<p><b>KM Functions</b></p> <ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Pooling of knowledge resources (serving as information clearinghouse)</li> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>• Sharing knowledge with members</li> <li>• Sharing knowledge with external audiences</li> <li>• Other: Advocacy, culture change to enhance acceptance and application of social innovation approach by all health system players including government i.e. ensure communities are engaged in the process, inter-sectoral and multidisciplinary approaches and that research should be embedded in the whole process with participation of all actors.</li> </ul>		

<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>Equity and ethics</li> <li>Governance</li> <li>Health financing</li> <li>Human resources for health</li> <li>Information and communications technology</li> <li>Other: advancing the process of social innovation through providing evidence of what works and what does not, strengthening capacity in countries to promote the approach and provide evidence and advocacy leading to culture change</li> </ul>	<ul style="list-style-type: none"> <li>Measurement for improvement (data analytics)</li> <li>Medicines in health systems</li> <li>Policy and planning</li> <li>Primary healthcare</li> </ul>	<ul style="list-style-type: none"> <li>Public-private partnerships</li> <li>Quality</li> <li>Service delivery</li> <li>Health systems in fragile and conflict-affected states</li> </ul>
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>Annual meeting</li> <li>Closed member portal</li> <li>Other meetings and conferences</li> </ul>	<ul style="list-style-type: none"> <li>Public website</li> <li>Publications</li> <li>Regular newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Social media</li> <li>Videos</li> <li>Webinars/online events</li> </ul>
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>Tools, guidelines, or frameworks</li> <li>Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>Courses/learning modules</li> <li>Peer-reviewed research articles</li> <li>Videos/multimedia presentations</li> <li>Newsletters/regular bulletins</li> </ul>		

Name	Website	Headquarters
<b>Universal Health Coverage Partnership</b>	<a href="http://uhcpartnership.net/">http://uhcpartnership.net/</a>	Switzerland
<b>Overview:</b> The Universal Health Coverage Partnership supports policy dialogue on national health policies, strategies and plans, health financing, and effective development cooperation, with a view of promoting universal health coverage in about 30 selected countries. Since 2011, the UHC Partnership is supported and funded by the World Health Organization, European Union and Grand Duchy of Luxembourg.		
<b>KM Functions</b>		
<ul style="list-style-type: none"> <li>Generation of new knowledge (research, evaluation, analysis)</li> <li>Capacity building (peer-to-peer learning, training, technical assistance)</li> <li>Sharing knowledge with members</li> <li>Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>Governance</li> <li>Health financing</li> </ul>	<ul style="list-style-type: none"> <li>Health policy and systems research</li> <li>Policy and planning</li> </ul>	<ul style="list-style-type: none"> <li>Health systems in fragile and conflict-affected states</li> </ul>
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>Annual meeting</li> <li>Communities of practice</li> </ul>	<ul style="list-style-type: none"> <li>Public website</li> <li>Publications</li> </ul>	<ul style="list-style-type: none"> <li>Videos</li> <li>Webinars/online events</li> </ul>
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>Tools, guidelines, or frameworks</li> <li>Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>Courses/learning modules</li> <li>Peer-reviewed research articles</li> <li>Evaluation reports</li> <li>Videos/multimedia presentations</li> </ul>		

Name	Website	Headquarters
<b>WHO Health Financing e-learning course</b>	<a href="http://www.who.int/health_financing/training/e-learning-course-on-health-financing-policy-for-uhc/en/">http://www.who.int/health_financing/training/e-learning-course-on-health-financing-policy-for-uhc/en/</a>	Switzerland
<b>Overview:</b> WHO recently launched the first e-learning course on health financing policy for universal health coverage. The course includes six modules to cover the core functions of health financial policy: overview, revenue raising, pooling revenues, purchasing, benefit package design, and summary.		
<b>KM Functions</b>		
<ul style="list-style-type: none"> <li>• Capacity building (peer-to-peer learning, training, technical assistance)</li> </ul>		
<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>• Health financing</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>• Webinars/online events</li> </ul>		
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>• Courses/learning modules</li> </ul>		

Name	Website	Headquarters
<b>World Bank Universal Health Coverage Study Series (UNICO)</b>	<a href="http://www.worldbank.org/en/topic/health/publication/universal-health-coverage-study-series">http://www.worldbank.org/en/topic/health/publication/universal-health-coverage-study-series</a>	USA
<b>Overview:</b> The Bank’s universal health coverage study series offers knowledge and operational tools to help countries tackle challenges in ways that are fiscally sustainable and that enhance equity and efficiency. Studies from 22 countries and Massachusetts analyze the “nuts and bolts” of programs that have expanded coverage from the bottom up—programs that have started with the poor and vulnerable rather than those initiated in a trickle-down fashion. The protocol, studies, and technical papers contribute to discussions about universal health coverage, provide implementers with an expanded toolbox, and inform the universal health coverage movement as it continues to expand worldwide.		
<b>KM Functions</b>		
<ul style="list-style-type: none"> <li>• Generation of new knowledge (research, evaluation, analysis)</li> <li>• Sharing knowledge with external audiences</li> </ul>		
<b>Technical Areas</b>		
<ul style="list-style-type: none"> <li>• Equity and ethics</li> <li>• Governance</li> <li>• Health financing</li> <li>• Health economics</li> <li>• Health policy and systems research</li> <li>• Human resources for health</li> <li>• Policy and planning</li> <li>• Primary healthcare</li> </ul>		
<b>Knowledge Sharing Channels and Tools</b>		
<ul style="list-style-type: none"> <li>• Public website</li> <li>• Publications</li> </ul>		
<b>Types of Knowledge Products</b>		
<ul style="list-style-type: none"> <li>• Reviews and syntheses of country experience in applying tools, guidelines, or frameworks</li> <li>• Blogs</li> </ul>		