



A DECADE OF ALLIANCE FOR PUBLIC HEALTH IN SOUTH-EASTERN EUROPE

28TH MEETING OF THE SOUTH-EASTERN EUROPE HEALTH NETWORK

Brussels, 13-14 March 2012

DECISION

ON

Guidance

**for Developing Protocol for Operation
of the Regional Health Development Centers
of the South- Eastern European Network**

Recalling the principles of work of the SEE HN stipulated in the Memorandum of Understanding, and especially of regional ownership, partnership, transparency and accountability, complementarity, sustainability, equal and active involvement of all SEE member states, distribution of activities and resources based on a country needs assessment, decentralization of activities and resources and efficiency, and

Having regards the need to provide for tool to properly manage activities at technical level of the SEE HN, and thus, to provide for realization of the SEE HN principles of work, the SEE Health Network at its 29th regular meeting held in Zagreb, 05-06 June, 2012 has endorsed the following:

DECISION

To accept the “Guidance For Developing Protocol For Operation Of The Regional Health Development Centers Of The South Eastern European Network” as provided in Annex A to this decision;

To request the Secretariat to elaborate a Protocol For Operation Of The Regional Health Development Centers Of The South Eastern European Network” in line with this *Guidance*, and to deliver the Strategy, accompanied by an analysis of financial implications, for approval by the SEEHN at its 30th Meeting in November, 2012;

To request the Secretariat to include in this Protocol a proposal for a formal set of procedures, including the role, tasks and responsibilities of the RHDCs, to allow the SEEHN to make timely and effective responses in its technical area of work; and

To request the Secretariat report back to the SEEHN with regard to Protocol For Operation Of The Regional Health Development Centers Of The South Eastern European Network.

The “Guidance For Developing Protocol For Operation Of The Regional Health Development Centers Of The South Eastern European Network” should guide the work of the Secretariat, the Executive Committee and the RHDCs while the Protocol For Operation Of The Regional Health Development Centers Of The South Eastern European Network is in development.

This Decision enters into force on the 06th of June, 2012.

ANNEX A

GUIDANCE

**FOR DEVELOPING PROTOCOL FOR OPERATION
OF THE REGIONAL HEALTH DEVELOPMENT
CENTERS OF THE SOUTH- EASTERN EUROPE
NETWORK**

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Appendix A

Memorandum of Understanding on the Future of the South-eastern Europe Health Network in the framework of the South East European Co-operation Process (2008 and beyond)

Article VIII – Technical structures and networks: regional health development centres:

1. The implementation of programs, projects and activities in the technical areas agreed by the ministers of health shall be organized and performed through the appropriate technical structures and networks, including the regional health development centers, national institutions, national project offices, and regional and national counterparts. The regional health development centers shall act as coordinators of the respective networks.
2. The SEE Health Network may designate as a regional health development centre either an existing institution or one especially established in a member state that is carrying out activities in support of the SEE Health Network program in a specific technical area designated by the ministers of health.
3. Regional health development centers shall seek expert advice for their overall scientific and technical guidance, as well as to provide direct support for the regional cooperation programs for health development.
4. The functions of the regional health development centers are specified in Annex 2 of this document.
5. A regional health development centre shall carry out activities according to its annual plan of work, prepared by the regional health development centre and approved by the SEE Health Network in line with SEE Health Network procedures, taking into consideration the needs of the SEE members and the recommendations of the international partners, as well as the activities taking place at country and regional levels.
6. The criteria to be applied in the establishment/designation of regional health development centers are detailed in Annex 3 of this document.
7. The SEE Health Network is responsible for establishing/designating regional health development centers in the SEE region. The initiative for proposals may come only from the SEE member states. Proposals for establishment/designation are reviewed by the SEE Health Network according to the criteria laid out in Annex 3 of this document. As a first step in the designation process, the member states of the SEE Health Network shall, in consultation with the SEE Health Network, draft a plan of work identifying products and activities in one of the SEE Health Network-approved technical areas of work in which the regional health development centre would be able and willing to collaborate. The SEE Health Network shall approve the establishment/designation of a regional health development centre at its regional meeting, provided that the criteria laid out in this document are met, and shall inform the member state submitting the proposal of the outcome.
8. A regional health development centre has the responsibility to monitor and evaluate its work, according to the developed indicators. Activities shall be monitored throughout the whole process of their implementation. The regional health development centre shall provide regular six-monthly reports to the SEE Health Network on program progress and financing.

9. Reviews and evaluations shall be designed for each program in order to collect information on the process and outcome of the activities/programs, i.e. to assess to what extent the program objectives have been achieved, and to make suggestions for further development of the program in its subsequent stages. The regional health development centre shall be responsible for program reviews and internal evaluations, including designing the internal evaluation tools, and scheduling and carrying out the evaluation process.

1. Introduction

The South eastern Health Network (SEE HN) often requires expert advice and engages in scientific or technical cooperation with other institutions. Regional Health Development Centers (SEE HN RHDCs)¹ are institutions that are solid SEEHN allies for years, helping SEE HN to implement its mandated work and achieve its current goals. SEEHN RHDCs cooperate with SEEHN on a diverse range of activities such as collecting data for a report, organizing a meeting or developing a guideline.

The collaboration brings benefits to both parties. SEEHN gains access to top institutions in the SEE and the institutional capacity to support its work. Similarly, institutions designated as SEEHN RHDC gain increased visibility and recognition by national authorities, and greater attention from the public for the health issues on which they work. The centres also gain opportunities to work together (e.g. sharing objectives, exchanging information, pooling resources and developing technical cooperation), particularly at the international level; and opportunities to mobilize additional and sometimes important resources from funding partners.

This win-win relationship between SEEHN and its health development centers makes a difference to public health in the SEE. SEEHN encourages every designated institution to benefit as much as possible from this formal relationship.

This guide is intended to provide proposed and designated institutions with a better understanding of the framework of this special relationship with SEEHN. Further information and the most recent version of this guide can be found at: _____

2. Definition, mission and strategic rationale of SEEHN RHDCs

A SEEHN RHDC is defined as " A regional health development centre that carries out activities according to its annual plan of work, prepared by the Regional Health Development Centre and

¹ A SEEHN RHDC can be a legal entity in its own right, or not. In the later case the legal entity that controls and is responsible for the SEEHN RHDC is the designated institution or the legal entity of which the designated institution forms part. In such a case the term "SEEHN RHDC" refers to the institution while it is performing the agreed terms of reference and work plan with SEEHN, as opposed to performing other activities outside the collaboration with SEEHN. In this guide, the term "institution" refers both to the RHDC as a legal entity in its own right, as well as to the specific part of an entity that is proposed or designated as SEEHN RHDC.

approved by the SEE Health Network in line with SEE Health Network procedures, taking into consideration the needs of the SEE members and the recommendations of the international partners, as well as the activities taking place at country and SEE sub regional level.²

The designation both recognizes a history of collaboration with SEEHN and provides a formal framework for future joint activities. It is a non time-limited agreement of collaboration between SEEHN and the designated institution, through which the latter agrees to implement a series of concrete activities specifically developed or designed with SEEHN. Designating an institution as SEEHN RHDC is not a mechanism for recognizing the institution as a centre of excellence per se.

Vision

SEEHN RHDCs are key institutions with relevant expertise distributed throughout the SEE. They represent a valuable resource as an extended and integral arm of SEEHN's capacity to implement its mandated work.

Mission

The SEEHN RHDCs are a highly valued mechanism of cooperation in which selected institutions are recognized by SEEHN to assist it with implementing its mandated work. This is accomplished by supporting the achievement of planned strategic objectives at the sub regional and European region levels; enhancing the scientific validity of its health work; and developing and strengthening institutional capacity in countries and the SEE region.

3. Eligibility and other criteria for designation

Formally established institutions that may be eligible for designation include parts of universities, research institutes, hospitals or academies. Parts of governments may also be eligible for designation.³A designation is normally limited to the specific department, division, laboratory, unit or other part that collaborates with SEEHN. Eligible institutions can be public or private, but should not be of a commercial or profit-making nature. Two or more separate institutions or separate branches of one institution in different locations cannot share a single designation as a SEEHN RHDC.

To be considered for designation as a SEEHN RHDC, eligible institutions must fulfill all of the following criteria:

- a) high scientific and technical standing at national and international levels;

² As per the SEEHN MoU (2008 and beyond)

³ Institutions that are not eligible for designation as SEEHN RHDC include international intergovernmental organizations, international and national nongovernmental organizations and similar bodies with a membership structure, including professional associations or foundations that raise resources for health development activities, as well as networks, working groups, partnerships or programmes.

- b) prominent place in the country's health, scientific or educational structures;
- c) high quality of scientific and technical leadership, and sufficient number of staff with high-level qualifications;
- d) stability in terms of personnel, activity and funding;
- e) strong working relationship with other institutions in the country, and at intercountry, regional and global levels;
- 1. f) clear ability, capacity and readiness to contribute, both individually and within networks, to SEEHN programme activities, whether in support of country programmes or through participation in international cooperative activities; and
- f) clear technical and geographical relevance of both the institution and its activities to SEEHN 's programme priorities.

Designations cannot be transferred from one institution to another, nor can they be transferred from one part of an institution to another. For instance, in cases where the staff members working on the activities of a SEEHN health development centre move to a different institution, the designation remains with the original institution, it does not follow the staff.

4. Functional scope of SEEHN RHDCs

The health development centers help SEEHN to implement its mandated work. Thus, all activities an institution conducts under its designation as a SEEHN RHDC must be jointly planned and implemented with SEEHN, clearly linked to SEEHN strategic plans, and reflected in the work plans of the SEEHN technical programs to which they contribute.

Typical functions of SEEHN RHDCs include:

- a) collection, collation and dissemination of information;
- b) b) standardization of terminology and nomenclature, of technology, of diagnostic, therapeutic and prophylactic substances, and of methods and procedures;
- c) development of evidence-based technical guidance tools and resource materials on various topics;
- d) development and application of appropriate technology;
- e) provision of reference substances and other services;
- f) f) participation in collaborative research developed under SEEHN 's leadership, including the planning, conducting, monitoring and evaluation of research; evaluation of SEEHN interventions in countries; and promotion of the application of the results of research;
- g) g) training, including research training;
- h) h)coordination of activities carried out by several institutions on a given subject;
- i) capacity-building work at country level;
- j) provision of monitoring, preparedness and response services to deal with disease outbreaks and public health emergencies.

While a SEEHN RHDC may participate in collaborative research under SEEHN 's leadership, the centre should not undertake research involving human participants or clinical trials of its own accord as part of its work plan. Any research activity involving human participants included in the terms of reference (TOR) or workplan of the SEEHN RHDC may require the approval of the SEEHN Research Ethics Review Committee (ERC). Approval by an ethics body other than the ERC does not exempt a research activity from ERC review. Clinical trials included in the work plan must be conducted as SEEHN clinical trials, following SEEHN procedures and rules, with SEEHN support.

A SEEHN health information product containing recommendations may be considered a SEEHN guideline. SEEHN has established policies, rules and procedures for guideline development; these ensure that SEEHN guidelines are consistent with internationally accepted best practices, including the appropriate use of evidence. Any activity of a SEEHN RHDC aimed at supporting the development of a SEEHN guideline must therefore conform with SEEHN 's policies, rules and procedures for guideline development.

Certain activities are beyond the functional scope of SEEHN RHDCs and should not be performed by SEEHN RHDCs. Examples of activities that should not be performed include:

- a) Establishment of new entities (e.g. a research institute or fundraising body);
- b) development and issuance of qualifying diplomas (e.g. MA, MSc, PhD) or delivery of courses offered as part of an established degree program;
- c) Issuance of national guidelines.

5. Duration and expiry of designations

The designation starts on the date of the official letter of designation from SEEHN to the institution.

SEEHN can terminate the designation of an institution as a SEEHN RHDC at any time. The SEEHN RHDC may also revoke its designation if it wishes to do so. Notice of the intention to terminate must be given at least three months in advance.

6. Responsibilities of SEEHN RHDCs and responsible officers

A designated institution is expected to:

- a) implement the agreed work plan in a timely manner and to the highest possible standards of quality, and bring to the attention of the SEEHN responsible officer any issue that may affect the implementation of the work plan;

- a) b) comply with the Terms and conditions for SEEHN health development centres⁴, and abide by relevant SEEHN regulations and policies;
- b) submit annual progress reports via SEEHN's global electronic processing system eRHDC when requested to do so on the annual anniversary of the designation date.

The responsible officer is a member SEEHN secretariat and has the technical knowledge and the responsibility to manage the collaboration with the SEEHN RHDC. The responsible officer is expected to:

- a) jointly develop with the proposed institution a list of TOR and a detailed work plan of activities to be implemented by the SEEHN RHDC;
- a) b) ensure that the proposed activities of the SEEHN RHDC are linked to the current SEEHN Strategic Plan and Program Budget;
- b) c) maintain close and regular contact with the SEEHN RHDC, communicating directly with the head of the SEEHN RHDC (the head of the designated institution acts as the main focal point for the collaboration with SEEHN);
- c) monitor the quality of the work being produced and how the agreed work plan is being implemented by the SEEHN RHDC;
- d) e) review the annual reports submitted by the SEEHN RHDC and provide feedback;
- e) initiate all relevant processes in eRHDC.

7. Funding and interaction with industry and private sector

Designation of an institution as a SEEHN RHDC is independent of any kind of financial support from SEEHN . In most cases, the SEEHN RHDC will be expected to cover the costs of the agreed activities through the core budget of the institution and, if necessary, mobilization of additional extra budgetary resources. This does not prevent SEEHN from co-contributing financially in exceptional cases, provided that funds are available and are designated for that purpose.

The designated institution must safeguard the credibility, independence and objectivity of the work it conducts as a SEEHN RHDC. To achieve this, SEEHN seeks to ensure that the interactions this institution may have with the commercial private sector – in particular the part of the institution being proposed for designation – do not give rise to any real or perceived conflict of interest in respect of the work of the SEEHN RHDC.

The section below summarizes the SEEHN policy for interaction of SEEHN RHDCs with the commercial and private sector; full details are given in the Terms and conditions for SEEHN health development centers. Where there are discrepancies, the latter take precedence over the text given below.

⁴ The Terms and conditions for SEEHN health development centres are electronically accepted by the proposed institution during the designation procedure and are part of the contractual agreement with SEEHN.

The commercial private sector includes companies, associations representing companies or business interests, and foundations that are not at arms' length from their commercial sponsors. In this section, all of the above are referred to as "companies".

7.1 Avoiding real or perceived conflicts of interest

Below are examples of the types of interaction that may lead to a real or perceived conflict of interest in respect of the work of the SEEHN RHDC and should therefore be avoided:

- a) Support from companies with incompatible business activities: The institution should not accept funding or other support (e.g. in kind or through secondment of employees) from companies SEEHN business activities are incompatible with SEEHN 's work (e.g. tobacco companies). This applies to both the activities of the institution as a SEEHN RHDC.
- b) Support from companies with direct commercial interest: The SEEHN RHDC should not accept funding or other support (e.g. in kind or through secondment of employees) from a company that has, or may be perceived as having, a direct commercial interest in the outcome of that activity. For example, funds or other support should not be accepted from a manufacturer of insulin for an activity that relates (even generically) to the treatment of diabetes.
- c) Support from companies with indirect commercial interest: A SEEHN RHDC should exercise caution in accepting financing or other support from a company that has even an indirect interest in the outcome of an activity. For example, in the case of an activity relating to the epidemiology of a disease, caution should be exercised in accepting funds or other support from a manufacturer of drugs for that disease. In such cases, it is preferable to secure funding from multiple competing sources, to avoid a perceived close association with one particular company.
- d) Support for the production of SEEHN guidelines or recommendations: As a general rule, a SEEHN RHDC should not accept any funds or other support from companies, regardless of their business interests, for activities related to the production of SEEHN guidelines or recommendations.
- e) Commissioned research or other work: The activities that an institution conducts as a SEEHN RHDC (as part of the SEEHN RHDC's TOR or work plan) should not include any research or other work commissioned or contracted by companies.
- f) Unspecified donations from companies: In the event of an unspecified donation for the activities of a SEEHN RHDC in general (i.e. not for a specific activity), the donation should not be allocated to support activities in which the company, or group of companies, has a direct commercial interest. In the case of an indirect commercial interest, donations should be sought from various sources having a similar interest; and it is preferable that support from multiple competing sources is secured. In addition, the overall amount of unspecified support provided by the company, or group of companies, should not be so large that the SEEHN RHDC would become dependent on it for its continued operations.
- g) Support for salary of specific staff or posts: A SEEHN RHDC should not accept funds from companies to support the salary of specific staff or posts designated to the activities of the SEEHN RHDC (including short-term consultants) if the financial support could give rise

to a real or perceived conflict of interest. For example, a conflict of interest would arise if the responsibilities of the staff member or post were directly or indirectly related to the business interests of the commercial contributor.

- h) Secondment of company employees: A SEEHN RHDC should not accept the secondment of company employees to work on the activities of the SEEHN RHDC if the company has a direct or indirect commercial interest in all or part of those activities.
- i) i) Interactions, affiliations, relations and interests of staff: The institution should ensure and attest to SEEHN that the head of the SEEHN RHDC and staff designated to work on the activities of the SEEHN RHDC do not have any interactions, affiliations or relations with, or financial or other interests in, companies that could give rise to, or could be seen as giving rise to, a conflict of interest in respect of any of the activities.

7.2 Information to be provided to SEEHN before designation

Before being designated or redesignated, each institution must provide information to SEEHN about its interactions with the commercial private sector in the relevant sections of the designation or redesignation form. Where interactions are identified, this information includes details of any contributors; their business interests; the activities, research, staff and posts concerned; and any other details or clarification that SEEHN may reasonably require.

In addition, the institution must ascertain whether the head of the SEEHN RHDC or staff designated to work on the activities of the SEEHN RHDC have any interactions, affiliations or relations with, or financial or other interests in, companies that could give rise to a real or perceived conflict in respect of any of the activities of the SEEHN RHDC. The institution is required to attest to SEEHN that the head and staff designated to work on the activities of the SEEHN RHDC have been required to declare any such interactions, affiliations, relations and financial or other interests; and either no conflicts exist, or appropriate measures have been taken to address and remove them.

Examples of the type of interactions, affiliations, relations and financial or other interests that could give rise to, or be seen as giving rise to, a conflict of interest, can be found in the declaration of interest (DOI) for SEEHN experts, which is given at Appendix A. The DOI is provided as an example; it is not intended for use by the institution. The institution should make its own arrangements to ascertain, address and remove any possible conflicts that the head of the SEEHN RHDC or other staff may have.

7.3 Evaluation by SEEHN and measures to be taken by SEEHN RHDCs

Where SEEHN considers that an interaction gives rise to the risk of a real or perceived conflict of interest, the institution must make every effort to provide all relevant and potentially relevant information to SEEHN for evaluation and to arrive at a mutually acceptable solution that is consistent with the guidance provided. For example, for a designation to be approved, activities that give rise to a conflict of interest as described above, or that have been commissioned by industry, will need to be deleted from the work plan.

Similarly, the SEEHN RHDC must ensure that staff SEEHN have declared an interaction, affiliation, relation or financial or other interest in a company or group of companies that gives rise to a real or perceived conflict in respect of any activity of the SEEHN RHDC do not work on that activity.

With respect to contributions from companies that are deemed acceptable, the SEEHN RHDC should – for reasons of transparency – always make a public acknowledgement.

The usual approach is to insert a discreet acknowledgement in the documentation relating to the activity concerned. This acknowledgement should also be included in any publication by the SEEHN RHDC of the outcome of this activity.

8. Intellectual property rights

This section provides information on intellectual property rights to the deliverables of the activities of a SEEHN RHDC, with further details included in the Terms and conditions for SEEHN health development centres⁵. The full terms and conditions should be consulted if detailed guidance is required.

Certain deliverables of the activities of the workplan (e.g. a publication, toolkit, report or training module) may require an agreement between the designated institution and SEEHN about the intellectual property rights.

When planning joint activities leading to such deliverables, the responsible officer and the proposed institution should identify what type of intellectual property right is applicable (for example, copyrights apply to publications, and patents may apply to other types of deliverables), and whether these rights will be owned by the designated institution giving a licence to SEEHN (in this case, the deliverable will be the institution's product), or by SEEHN (in which case the deliverable will be a SEEHN product).

For both possible scenarios, a standard statement is already included under Sections 3.1 and 3.2 of the Terms and conditions for SEEHN health development centres. To document the intended attribution of intellectual property rights for a deliverable of the centre's workplan, a reference to the applicable section should be included in the designation or redesignation form. For example, if an activity in the workplan includes a SEEHN publication as a deliverable, the activity description or expected outcomes field might include, "The copyright will be owned by SEEHN and a license will be given to the designated institution as per the Terms and conditions for SEEHN health development centres, Section 3.1.2". If an activity in the workplan includes a new health technology as deliverable for which the patent shall be held by the institution, the description could note for example, "The patent will be owned by the designated institution and a license will be given to SEEHN as per the Terms and conditions for SEEHN health development centres, Section 3.2.1".

If no reference or other agreement is included, the intellectual property rights will be held by the institution and a license given to SEEHN as per sections 3.1.1 or 3.2.1 of the Terms and conditions for SEEHN health development centres.

SEEHN may also require the SEEHN RHDC to publicly disclose the interactions, affiliations, relations or other interests of its head or staff that are considered to give rise to a conflict of interest.

⁵ The Terms and conditions for SEEHN health development centres are electronically accepted by the proposed institution during the (re)designation procedure and are part of the contractual agreement with SEEHN. They can also be viewed here: <http://www.SEEHN.int/healthdevelopmentcentres/information/en/>

Before accepting any contributions from companies, the SEEHN RHDC should seek written assurance from the contributors in question that they will not use the results of the work that they, as contributors, have supported for commercial purposes, or seek promotion of the fact that they have made a donation. However, contributors may make reference to donations in their corporate annual reports or similar internal documents.

The SEEHN RHDC should at all times maintain full and exclusive control over the activity to which a contribution relates, including over any report of the activity and its contents, whatever the form in which it is published or disseminated (e.g. electronically), and the timing of such diffusion.

9. Use of SEEHN name, emblem and flag by SEEHN RHDCs

The SEEHN name, emblem and flag can only be used by SEEHN RHDC's after the Director-General has authorized the proposed use. Authorization is given on a case-by-case basis, this means each time the institution intends to use the SEEHN name, emblem or flag for a specific purpose, a request must be made to SEEHN to obtain authorization.

The authorization can only be given for use in relation to an activity included in the agreed workplan (as opposed to other activities that the institution may conduct). The authorization will end on completion of the activity or expiration of the period of designation of the SEEHN RHDC, whichever occurs first.

The SEEHN RHDC must make the request to the responsible officer at SEEHN, SEEHN will forward it on for clearance. The centre should provide the background to the request, including a brief justification for the proposed use. Any requests for authorization of use of the SEEHN name and emblem must include a mock-up of the proposed use that complies with the visual identity guidelines and additional conditions (where applicable) set out below.

9.1 Use of the SEEHN name and emblem

Any authorized use of the SEEHN name and emblem is subject to the following visual identity guidelines:

- a) The SEEHN name should never be used in isolation. Instead, the exact title of the SEEHN RHDC, as indicated in the official letter of designation and registered in the SEEHN RHDC global database (e.g. "SEEHN Health Development Centre for Mental Health") should be used.
- b) The SEEHN emblem should never be used in isolation (see Fig. 1 below). If the SEEHN emblem is to be used, it may only be placed directly next to the title. The title and emblem should be similar in size (see Fig. 2 below). All words in the title must be of the same font size.
- c) The title and emblem should be used discreetly; they should be placed immediately underneath the name of the designated institution, which should have a more prominent position. If the SEEHN emblem is to be used in addition to the title, the logo or emblem of the designated institution should also be used. The SEEHN emblem should be smaller than the emblem or logo of the institution. The characters of the title of the SEEHN RHDC must be smaller than the characters of the name of the designated institution (see Fig. 3 below).
- d) The language used by the SEEHN RHDC is the official languages of the SEEHN.

Fig. 1. Example of incorrect use: the emblem is used in isolation.

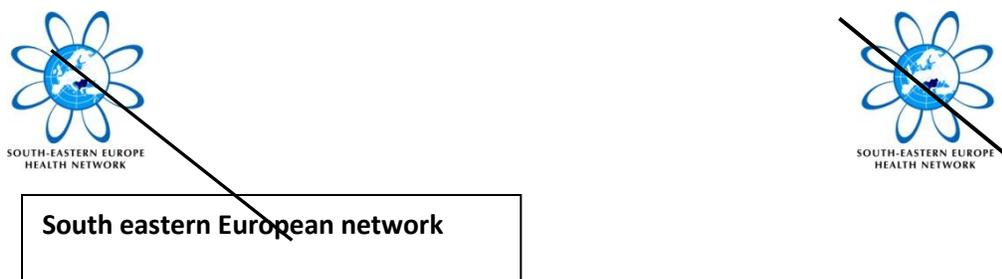


Fig. 2. Example of incorrect use: the emblem and title are not similar in size.



Fig. 3. Example of correct use: The complete name of the designated institution and its logo is placed prominently, and the title of the SEEHN RHDC and the SEEHN emblem is discretely placed underneath in smaller font.



In addition to the visual identity guidelines above, any authorized use of the SEEHN name and emblem on letterheads, information and communication products, and web sites is subject to additional conditions set forth below.

Additional conditions for letterheads

The following additional conditions apply for letterheads:

The letterhead may be used repeatedly during the designation period for correspondence related to the activities included in the work plan. However, the title and emblem must not be used on the standard letterhead for general correspondence of the designated institution.

Additional conditions for information and communication products

The following additional conditions apply for information and communication products in print or electronic format (e.g. presentations, brochures, booklets):

- a) The product must be part of the agreed work plan of the SEEHN RHDC.
- b) The information it contains must be of the highest technical standing and compatible with SEEHN policies.
- c) The following disclaimer must be used: "This [insert name of brochure or booklet] is published by [insert name of institution], which is a SEEHN Health development Centre; it is not a publication of the World Health Organization. The [insert name of institution or authors] are responsible for the views expressed in this [insert type of publication], and the views do not necessarily represent the decisions or policies of the World Health Organization."

Additional conditions for web pages

The following additional conditions apply for web pages:

- a) The SEEHN emblem is not used on the main web site of the designated institution. Instead, it is used on a web page (within the web site) dedicated exclusively to the activities of the institution as part of its designation as SEEHN RHDC. A discreet reference to the designation of the institution as a SEEHN RHDC could be included on the main web site (see Fig.4 below-the example of WHO Collaborative center); that reference could be linked to the web page (within the web site) fully dedicated to the activities of the institution as a SEEHN RHDC (see Fig.5 below).
- b) The proposed web page is in accordance with the TOR and work plan of the SEEHN RHDC and only relates to the work of the institution in its capacity as a SEEHN RHDC.
- c) The content of the proposed web page is acceptable to SEEHN from a technical and scientific point of view.
- d) If any financial support from the private sector is to be received for the development of the web page, this is consistent with the rules on interaction of SEEHN RHDCs with the commercial private sector, including in respect of the manner in which contributors are acknowledged.

Fig. 4. Web site of the Department of Microbiology of the University ABC.



Fig. 5. Web page within the web site of the Department of Microbiology of the University ABC, dedicated to the activities in its capacity as a SEEHN RHDC.

9.2 Limitations of the use of the SEEHN name and emblem

The use of SEEHN 's name or emblem on business or visiting cards of the staff members of the designated institution is not allowed in any circumstance.

Normally, SEEHN does not authorize SEEHN RHDCs to use plaques bearing the SEEHN name and emblem.

The SEEHN name and emblem may not be used on certificates of attendance, diplomas or similar awards to participants in training or other courses organized as part of a SEEHN RHDC's work plan.

9.3 Use of the SEEHN flag

A SEEHN RHDC's may use the SEEHN flag.

10. The procedure for designation

Any new proposal for designation as a SEEHN RHDC will be initiated by a SEEHN member state.

The SEEHN approves designations. If approved, the SEEHN informs the proposed institution by official letter that it has been designated as a SEEHN RHDC , starting from the date of the decision endorsed.

It is difficult to estimate the length of the procedure from start to completion. While it is possible to complete it in as little as six months, this is only feasible if the responsible officer and the proposed institution carefully consider the applicable SEEHN regulations, communicate thoroughly while jointly writing the activities for the work plan, and take immediate action in response to all requests from reviewers for clarification or modification to the original proposal. Submission of a proposal for designation does not imply that the designation will be approved

10.1 The designation form

Upon designation of an institution as a SEEHN RHDC, the designation form serves as a binding agreement with SEEHN. By submitting this document, the institution commits to implementing the agreed work plan in line with its TOR and the Terms and conditions for SEEHN RHDCs.

The designation form consists of four sections – introduction, institutional profile, TOR and work plan. The content of each section is further outlined below.

Introduction

The introduction focuses on the origin of the proposal

Institutional profile

The institutional profile requires information about the institution proposed for designation including name, address, characteristics, funding, staff, existing networks and facilities. The information provided should refer only to the particular unit, division, department or laboratory to be designated (i.e. the institution), not the entire entity of which it forms part. However, the organizational chart should show the proposed institution as part of the overall entity.

Terms of Reference (TOR)

The TOR are short, one-sentence points providing a general high-level overview of the area of future collaboration. They must reflect the future collaboration between SEEHN and the proposed institution, rather than the usual work of the institution. No details about the activities should be included. The TOR require prior discussion with the responsible officer, because they set the general framework under which the activities of the workplan will be developed.

Examples of TOR are:

- "Assisting SEEHN in the dissemination of information in the field of food safety";
- "To contribute to the implementation to SEEHN vision 20/20 policy";
- "In agreement with SEEHN, to provide specialized training courses on blood transfusion safety".

Work plan

The work plan is the detailed list of concrete activities that the proposed institution will implement if it is designated as a SEEHN RHDC. All activities should fall within the TOR described in the previous part of the form. Each activity must contribute to the achievement of a SEEHN task, with the role of all participants clearly described for each activity. Only specific and concrete activities that have been discussed and agreed with the responsible officer should be listed (i.e. the proposed institution's independent activities should not be listed).

For each proposed activity in the work plan, the proposed institution and the responsible officer should discuss and provide the required items listed below:

- a) Title of the activity: a short, descriptive name that accurately captures the essence of the proposed activity.
- b) Description: a short description of what the activity consists of and, in particular, what concrete actions will be undertaken.

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- c) Responsible person: the name of the scientist or scientists at the proposed institution SEEHN will lead the activity.
 - d) Expected outcome: the tangible product or service to be delivered (e.g. a complete technical guideline in printed format or a one-week training course delivered annually). Where applicable, the intended attribution of intellectual property rights should also be mentioned. For example, "The copyright will be owned by the institution and a licence will be given to the SEEHN as per the Terms and conditions for SEEHN health development centres, Section 3.1.1" (see section 8 for more details).
 - e) e) Benefits and links with SEEHN 's activities: the name of the SEEHN programme concerned and the benefit of the activity to that programme rather than to public health in general. The link between the SEEHN RHDC activity and SEEHN 's planned activities should be clearly indicated.
 - f) SEE Regional benefits:
 - g) Methods of disseminating the results: how the results will be shared or published. Where SEEHN publications, web sites and similar SEEHN resources are listed, dissemination may be subject to additional SEEHN approvals.
 - h) Funding sources: the detailed and complete list of sources of funding that will be used for the particular activity, not for the institution where the RHDC is located in. All proposed activities should have an identified source of funding. In some cases, there may be agreement with the responsible officer that SEEHN will be co-contributing – for example, "This activity will be funded by 1) the B&M Gates Foundation, 2) regular budget of the institution, and 3) SEEHN ". In such cases, the financial support from SEEHN will be subject to availability of funds. The funding of the proposed activities is subject to the Terms and conditions for SEEHN health development centres.
 - i) Dates: a specific timeframe for the implementation of each activity (avoid generalizations such as "ongoing" or "throughout the designation period").

The proposal is concise and avoids self-promotional text.

The TOR and activities do not go beyond the functional scope of SEEHN RHDCs. For example, they do not include issuance of a master's degree, participation in SEEHN expert advisory panels, establishment of new entities, advice to governments of Member States and issuance of national guidelines.

The proposed TOR are short, one-sentence bullet points. Each point provides a high- level, broad indication of the area of work for the agreed collaboration without listing details such as dates or names.

The activities included in the work plan fall within the scope set out in the TOR.

All activities are joint activities with SEEHN . They are planned with, and tailored for, SEEHN and support a task of the SEEHN technical programme.

Each activity is detailed and specific, with a concrete deliverable, secured funding and timeframe.

SEEHN 's involvement in the activities of the workplan (e.g. co-implementing, coordinating and advising) is mentioned in the activity description.

Activities involving publications or intellectual property rights have been discussed with the responsible officer before the submission of the designation form, and the agreement is noted in the form.

10.2 Revisions during the review process for designations

At any stage throughout the review process at SEEHN, a reviewer may return the proposal, to clarify certain points or to request revisions. After either the responsible officer or the proposed head of the SEEHN RHDC has made the requested changes to the TOR, workplan or other part of the designation form, the form will be passed on to the other party for agreement. In this situation, the other party can either agree with the changes, or can disagree and make further changes. This process will be repeated until both the responsible officer and the proposed head of the SEEHN RHDC agree to all the changes that have been made. Once the designation form has been re-submitted and sent back to the reviewer, neither the proposed institution nor the responsible officer can make further changes, unless other reviewers return the form for additional revisions.

As with the original form, all changes are processed through -. In each situation where an action by the proposed head of the SEEHN RHDC is required, that person will receive an automated e-mail from - with instructions, login name and one-time password.

11. Monitoring and annual reporting requirements

The responsible officer concerned bears the main technical responsibility for monitoring the work performed by a SEEHN RHDC. The officer should periodically contact the designated institution to review the activities carried out, revise the workplan if necessary, and ensure the designated institution can achieve the agreed results. SEEHN RHDCs should contact their responsible officer if they would like to discuss any aspect of the designation, particularly any issue related to the implementation of the agreed activities.

11.1 Progress reporting by SEEHN RHDCs

Once a year, the SEEHN RHDC completes an annual report form in - on the progress made in the implementation of the agreed activities over the previous 12 months.

To alert the institution of the need to file this report, SEEHN sends an e-mail to the e-mail address registered in the SEEHN RHDC global database for the head of the SEEHN RHDC. This e-mail provides the address of the SEEHN RHDC portal web site, the login name and the one-time password required to access the form.

The email is sent each year on the anniversary of the designation. For example, if a SEEHN RHDC was designated on 1 April 2009, it will receive an e-mail on 1 April 2010 requesting that the first annual report form be completed, covering the period from April 2009 to April 2010. On the expiry date of their designation the institution will receive the last request for an annual progress report. This request may therefore coincide with the start of a new period of designation in case of a SEEHN RHDC being redesignated.

SEEHN RHDCs should submit their annual progress report form within four weeks of the anniversary of designation. Only annual progress report forms submitted via - are accepted (for instructions on how to prepare and submit annual progress reports using -, please refer to section 14).

Annual progress report forms are used to monitor the implementation of the agreed workplan. Detailed technical results should not be reported in this form. Depending on the nature of the agreed activities, a responsible officer may ask the institution to submit an additional, more technical report directly, via e-mail or post.

11.2 The annual progress report form

The annual progress report form has three questions and requires:

- a) a brief explanation for each activity included in the workplan about how the activity was implemented; the outcome and impact of the activity; the results of any activity evaluations (if applicable); and any difficulties encountered (if applicable).
- b) a brief description of visits by or to any SEEHN staff; SEEHN financial support to the SEEHN RHDC through contractual or technical services agreement; and any other agreed collaborative activities.
- c) a brief description of the nature and outcome of any collaboration with other SEEHN RHDCs.

The list of activities cannot be edited at this stage; thus, if any activity is no longer relevant, this should be indicated in the reporting.

12. The role of networks of SEEHN RHDCs

In January 2000, the SEEHN Executive Board urged Member States to make full use of SEEHN RHDCs as sources of information, services and expertise; and to strengthen their own national capacity for training, research and collaboration for health development. SEEHN RHDCs were encouraged to develop working relations with other centres and national institutions recognized by SEEHN, by creating or joining collaborative networks. Instead of health development with SEEHN RHDCs one on one, several SEEHN technical programme have also established networks of SEEHN RHDCs (see Fig. 6 below).

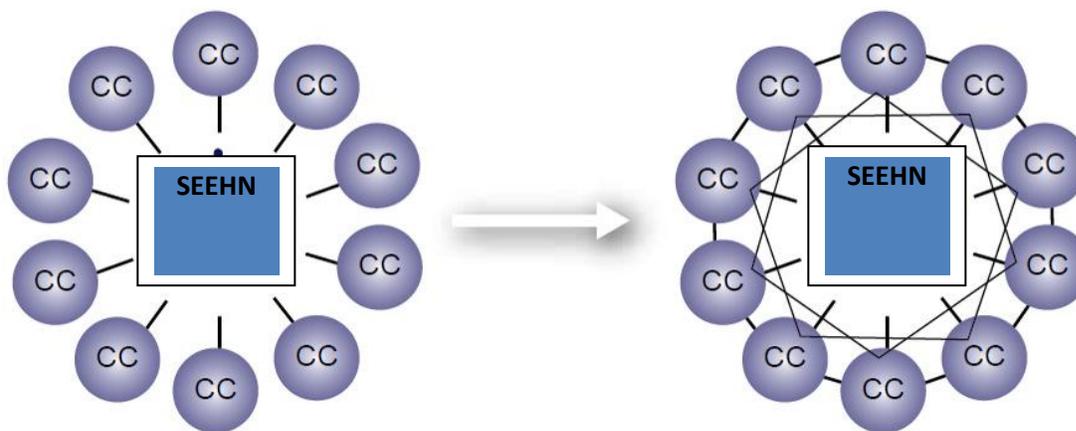


Fig. 6. Moving from bilateral relationships to networks of SEEHN RHDCs

Some of the benefits of collaborative networks include greater global application and impact of the activities, new synergies and peer-to-peer opportunities for SEEHN RHDCs, better alignment with SEEHN programmes, and improved motivation for leadership opportunities.

Thematic networks of SEEHN health development centres exist, in the fields of:

1. Accreditation of Health Institution
2. Antimicrobial resistance

3. Blood safety
4. Communicable diseases
5. Mental Health
6. Non-communicable diseases
7. Strengthening Public Health Systems and Services
8. Transplantation of organs
9. Human Resources in Health

There have also been sub-region or country-specific efforts to encourage networking among SEEHN RHDCs.

Successful networks of SEEHN RHDCs had the following in common:

- a) strong leadership from SEEHN to organize the network;
- b) preparation of an agreed strategic plan that laid out the role and work expected of each of the designated institutions, and fostered joint projects and collaboration between the SEEHN RHDCs;
- c) a strong coordinator from SEEHN or one of the designated institutions, SEEHN was able to sustain the network and keep it active;
- d) an effective and efficient system of communication, including regular meetings (annually or every two years) where all the designated institutions come together to review and update their strategic plan, build solidarity, discuss activities, and renew their commitments to work together following common strategies;
- e) a period of collaboration sufficient to develop close working relationships;
- f) availability of funds (even in limited amounts) from SEEHN or network members to support the network when required.

13. Preparing and submitting a designation form

This section outlines the steps required for preparing and submitting a designation form in - . . .

14. Support and resources for SEEHN RHDCs

The SEEHN responsible officer is the person to contact if help is needed.

The responsible officer will be able to provide advice on any issue regarding the implementation of the work plan and the relationship with SEEHN. In addition, the responsible officer can direct any questions or request (e.g. request for authorization for the use of the SEEHN name and emblem) to the relevant focal point.

Further information for SEEHN RHDC's can be found on the SEEHN web site at <http://www.SEEHN.int/healthdevelopmentcentres/information/en/>. This web page includes:

- a) the most updated version of this guide;
- b) the Quick reference guide for SEEHN RHDCs;

- c) a comprehensive list of frequently asked questions (FAQ) by SEEHN RHDCs about -;
- d) the Regulations for study and scientific groups, health development institutions and other mechanisms of collaboration;
- e) the Terms and conditions for SEEHN health development centres.

Glossary

Head of the SEEHN RHDC is the staff member of the designated institution SEEHN acts as the main focal point for the collaboration with SEEHN , in particular for communicating with the SEEHN responsible officer and for overseeing the implementation of the workplan. The head of the SEEHN RHDC is not necessarily the head of the designated institution (e.g. the head can be a leading scientists within the designated unit or department).

General secretary is the head of a SEEHN Secretariat.

Responsible officer is the SEEHN staff acts as the main focal point for coordinating the work with the SEEHN RHDC and overseeing the implementation of the workplan. In all cases, this is the first person a SEEHN RHDC should contact for advice and guidance.