Global Health Workforce Network

What is the Global Health Workforce Network?

The Global Health Workforce Network is a network of stakeholders (from a range of sectors - education, employment, finance, health and labor and different constituencies) that foster coordination and alignment on activities enabling the implementation of the Global Strategy on Human Resources for Health: Workforce 2030 (Global Strategy) and the recommendations of the United Nations High-Level Commission on Health Employment and Economic Growth. It is convened and managed by World Health Organization’s Health Workforce Department.

What are its aims and objectives?

The Global Health Workforce Network seeks to ensure full implementation of the Global Strategy at global, regional and country levels through intersectoral engagement. Its activities will be aligned with the work of the Health Data Collaborative (a new thematic Network facilitated by WHO), the emerging governance arrangements for health systems strengthening and universal health coverage, and the outcomes of the High-Level Commission on Health Employment and Economic Growth. http://who.int/hrh/com-heeg/en/

Its objectives are three fold:

- **Engagement** – To inform and maintain high-level political engagement in support of the implementation of the Global Strategy.
- **Dialogue** – To provide forum for multi-sector and multi stakeholder agenda setting, best practice sharing and harmonisation and alignment of international support to human resources for health (HRH).
- **Effective implementation** – To foster global monitoring and mutual accountability on international HRH goals, targets and commitments.

What is the value added of the Network?

The Network’s activities are fully complementary to the broader work of the WHO and add value by providing it with a platform for enhanced collaboration and dialogue with the key technical agencies (e.g. ILO, UNESCO, WB) with a mandate on HRH that goes beyond the health sector focus of WHO. The Network has a unique role in driving forward the health workforce agenda through leveraging specific activities to which other institutions and constituencies bring expertise, mandate and funding.

Its proposed activities focus either on inter-sectoral aspects (e.g. education or financing – necessary for effective delivery); or on the HRH information and evidence agenda (in recognition of the current fragmentation of initiatives and multiplicity of partners involved).
The May 2016 adoption of the Global Strategy on Human Resources for Health: Workforce 2030 and the recommendations of the United Nations High-Level Commission on Health Employment and Economic Growth is a starting point for an ambitious, forward-looking agenda to progress towards universal health coverage and the Sustainable Development Goals. The value added of the Network will maintain and improve momentum on health workforce issues as a priority global policy agenda item in this context.

What is the current action plan (2016-2018)?

The table below summarizes the priority deliverables and activities of the Network generated by a consultative process. It presents activities and outputs for the first two years (2016-2018), categorized according to the 4 strategic objectives of the Global Strategy.

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<th>Strategic objectives of the Global Strategy on HRH</th>
<th>Strategic objective 1: To optimize performance, quality and impact of the health workforce through evidence-informed policies on human resources for health, contributing to healthy lives and well-being, effective universal health coverage, resilience and health security at all levels.</th>
<th>Strategic objective 2: To align investment in human resources for health with the current and future needs of the population taking account of labour market dynamics, to enable maximum improvements in health outcomes, employment creation and economic growth.</th>
<th>Strategic objective 3: To build the capacity of institutions at sub-national, national and international levels for effective leadership and governance of actions on human resources for health (HRH).</th>
<th>Strategic objective 4: To strengthen data on human resources for health, for monitoring of and ensuring accountability for the implementation of both national strategies and the Global Strategy.</th>
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<td>Priority work streams for the first 2 years (2016-2018)</td>
<td>1. Develop and promote competency and performance standards linking SDGs 3 (health &amp; well-being) and 4 (education and life-long learning):  - develop competency framework(s) for technical and vocational education and training within countries;  - inform global guidelines on community-based health workers and catalyse support for their implementation at country level</td>
<td>2. Develop and promote standards to harmonize and align investments from Global Health Initiatives, multilateral, bilateral and other official development assistance (health, education, employment etc.) for health workforce development</td>
<td>3. Develop and enable an accredited leadership programme on health workforce</td>
<td>4. Promote alignment and adoption of National Health Workforce Accounts; linking with the Health Data Collaborative 5. Promote inter-sectoral reporting on SDG Goal 3c with relevant stakeholders</td>
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<td>Outputs (2016-2018):</td>
<td>Competency framework (x 1) for country policy &amp; planning. Inter-agency adoption of WHO Guidelines for CBHWs informing country actions.</td>
<td>Ex-ante impact assessment tool to guide country investments.</td>
<td>Health workforce leadership programme for national stakeholders (progressing to accredited status)</td>
<td>Scale-up of country activities on adoption and reporting of NHWA. SDG3c reporting process</td>
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<td>Cross-cutting activities:</td>
<td>- Engage inter-sectoral stakeholders in a Strategic Advisory Committee and the work of the thematic hubs. - Develop and disseminate global public goods, engaging and informing members and stakeholders.</td>
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How is the Network structured? What are the roles of the different groups?

The Network is built on a hub and spoke structure. The central hub comprises a small Core Team within the WHO Health Workforce Department and a Strategic Advisory Committee (SAC) comprising representation from different sectors and constituencies. The specific work streams are taken forward by thematic satellite hubs, either convened by the Core Team (‘Thematic WHO hubs’) or convened by stakeholder institutions in collaboration with the Core Team (‘Thematic Partner Hubs’). The Core Team serves as Secretariat for the Network and engages with various stakeholders (health workforce, private sector, civil society and academia) to advance the HRH agenda by leveraging the technical work streams and thematic hubs.

**The Core Team**

- Convenes the thematic hubs and provides direct coordination and oversight of these hubs (convening, facilitation, information sharing and alignment)
- Mobilizes support from the WHO regional and country offices
- Interfaces with other existing and independent networks, platforms and institutions with a mandate relevant to HRH, and facilitates interaction at the WHO HQ or regional level, as appropriate.
- Measures progress on the implementation of the Global Strategy, linking it as appropriate to the UHC and SDG monitoring and accountability processes.

**Thematic WHO Hubs**

- Provide the framework for independent collaboration among Network members and partners, and are convened by the Core Team to address specific issues under the Global Strategy
- Are established on a temporary basis as advisory or technical working groups
- Have terms of reference (TORs) that are approved and monitored for compliance by WHO
- Are supported by existing agencies, invited by the WHO on the basis of mutually agreed terms of reference
- Are composed and organized on a flexible basis, according to the strength and engagement of the members, and the requirements and priorities of the Global Strategy

**Thematic Partner Hubs**

- Can be convened by other interested stakeholders to address priority themes and issues for the Network; collaboration is formalized following advice by the SAC and governance and TORs are the responsibility of the sponsoring/ host entity
- Will be encouraged to interact among themselves, while regularly sharing with the WHO Core Team updates on intended, emerging and ongoing work streams, to enable a wide sharing of tools, norms, research, evidence and knowledge products
The Strategic Advisory Committee (SAC)

- Comprises experts, policy makers and influencers from the health, education, employment and labour sectors, and provides high-level technical and strategic advice to the Network via WHO.
- Advances messages to the WHO about emerging Network needs, including establishment and conclusion of time-bound thematic hubs; the WHO then facilitates and engages with Satellite hubs informed by recommendations from the SAC.
- Is convened by the WHO on a regular basis to review progress and advise on strategic matters pertaining to the Network.
- Reviews and proposes additional priority themes as the Network develops and provides advice on the resource requirements.
- The size and composition of the SAC reflects the priority objectives of the Global Strategy implementation; membership is determined according to standard WHO operating procedures.

How do members interact with the Network?

Members interact with the Network primarily by joining and contributing to the operations of a thematic WHO or Partner hub whose strategic priorities relate to an area in which the member organization has an interest and a comparative advantage.

When members wish to establish a new Partner hub in the context of the Network, they approach, through the Core Team, the WHO HQ, regional or country office level to scope opportunities and interest. They then develop, if appropriate, a costed and funded plan for the operations of the thematic hub.

WHO, in consultation with the Strategic Advisory Committee, decides on the establishment of additional thematic hubs based on their potential to add value to the efforts to implement the Global Strategy, and their programmatic, institutional and financial sustainability.

How does the Network function in practice?

Coordination
WHO Health Workforce provides overall leadership and guidance. It selects and invites Network members, convenes meetings, plans meeting agendas, disseminates meeting reports, maintains a website and coordinates communication among Network members.

Membership termination
Any Network member may terminate its involvement in the Network by providing written notice to WHO. In addition, WHO may terminate the participation of any Network member, dissolve a Network hub or terminate collaboration with a partner hub.

Remuneration
Network members are not be remunerated for their participation. Each Network member is, in principle, responsible for meeting its own expenses in relation to Network meetings, unless agreed otherwise on a case-by-case basis by WHO.

If your organization is interested in joining GHWN, please write to us at workforce2030@who.int

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