Member Engagement Plan
2013-2016
FOREWORD

The foundation for the work of the Global Health Workforce Alliance is its members — the Alliance works with and through its members and engages them to join in the common mission for an increase in access to motivated and supported health workers for all. Members who sign up to the Alliance are committed to resolving the health workforce crisis and have an important role to play in influencing human resources for health policies, in accordance with the Alliance’ guiding principles, strategic framework, and internationally-agreed guidance including the Kampala Declaration and Agenda for Global Action.

The Alliance membership consists of representation from multiple constituencies whose collaboration is vital for bringing synergies and realizing results in the Human Resources for Health agenda. Together the Alliance members can and will collectively achieve more than their individual contributions would when combined. Yet, in the context of the complex and unfinished HRH agenda, more needs to be done.

Therefore, the Alliance aims to enhance the engagement of its members and for that purpose has developed together with selected Alliance members representing the different constituencies a Member Engagement plan that identifies ways and provides mechanisms for members to further engage with the Alliance and exponentially increases the sum of collective actions in support of the implementation of the overall Alliance Strategy 2013-2016.

Moreover, enhanced member engagement will also bring greater benefits to individual members besides to the synergies it brings to the Alliance. The Alliance members will have more opportunities for growth through improved access to information and evidence on HRH and increased participation in the activities and working groups of the Alliance, bringing added value to their work in their own settings. With combined effort the HRH community will become a more cohesive and vibrant group working on the common agenda with greater impact and influence into the global, regional and local discourse to highlight the position of HRH in universal health coverage and towards and beyond health MDGs.

The main objective of the Member Engagement Plan is to engage and empower the Alliance members to take leadership and share responsibility to improve access for all to a skilled, motivated and supported health worker within a robust health system through achieving the results of the Alliance strategy 2013-16. The Plan outlines mechanisms and structures through which the members are encouraged and invited to participate in the work of the Alliance to advance the common HRH agenda.

It is proposed that the Alliance will enhance the engagement of its members through the following actions:

1. Enabling solutions for HRH crisis through empowering members become strong advocates to drive forward the national, regional and global HRH agenda.
2. Catalysing actions through facilitating members’ leadership and engagement in the three strategic objectives of the Alliance and the global HRH agenda and enabling them to take a proactive role in support of national, regional and global HRH priorities.
3. Promoting results and accountability through collectively maintaining the HRH focus and achieving results to add value to the work of the Alliance and hold each other accountable.

With the concerted efforts with all the Alliance members it is expected that the Alliance will maintain and strengthen its position as an advocate, convener and catalyzer in the international HRH landscape and retain its leadership position. It will remain responsive concentrating on the priority health workforce actions where it has a comparative advantage.
THE ALLIANCE MEMBER ENGAGEMENT PLAN

Background

The cornerstone of the GHWA Strategy for 2013-2016 is the operationalization of an enhanced partnership model, emphasizing that members are the lynchpin in the success of any partnership and recommending progressively increasing member involvement. This approach builds on the value of collectively achieving the core objectives, implementing and delivering at different levels of engagement on specific elements of the strategy, using the power of coordinated country action and both engaging and supporting members in joint efforts to strengthen the response to the HRH crisis.

Over the past five years, the Alliance has worked hard to coordinate the global, regional and national efforts to improve the HRH situation through the Kampala Declaration and the Agenda for Global Action, with differing levels of success. Both in the evaluation and through the Secretariat, members, partners and staff have repeatedly stated that a collaborative effort across all levels is the only means to move ahead in the complex underfunded HRH agenda.

The Secretariat initiated a process to develop a coordinated approach through which the Alliance members may be able to contribute more to the work of the Alliance and the common mission through the Alliance. A working group\(^1\) representing the core constituencies of the Alliance was set up to develop approaches and actions to be undertaken to engage members. Once the draft plan was completed, it was reviewed again by several stakeholders and the Alliance Standing Committee. The last stage of the process to finalize the plan is to arrange for a broad membership consultation to solicit the approval and support of the members for the actions suggested in the plan. This Member Engagement plan identifies ways in which members can engage with the Alliance and exponentially increase the sum of collective actions in support of the overall Alliance Strategy 2013-2016. Without this member and partner engagement, it will be ‘business as usual’ on this complex and slow-moving agenda. Communities and nations, as well as the health professionals who serve them deserve more.

Goals and Objectives

The Alliance Strategy for 2013-2016 paves the way for harnessing the power of its 400+ members to work in alignment to achieve the three common objectives:

A. **Enabling solutions**: Promote the adoption of coherent policies and investment decisions through advocacy to strategic constituencies and by stewarding a global HRH agenda.

B. **Catalysing actions**: Foster interaction for more effective HRH coordination, policy dialogue and actions across different sectors and constituencies in society, including government and private sectors, civil society and professional associations.

C. **Promoting results and accountability**: Monitor and report on HRH developments and commitments through a process of accountability underpinned by cutting-edge intelligence and analysis.

The Alliance Secretariat will progressively enable and involve the membership through the enhanced partnership model to take leadership and share responsibility for the achievement of the higher-level results of the Alliance strategy. The Secretariat will reach out and provide mechanisms for partners and members to move forward the HRH agenda while the Alliance governance bodies will be encouraged to focus their contributions on their catalytic and enabling role.

\(^1\) AMREF, APHRH, Capacity Plus, Deloitte, Health GAP, Merlin, Swasti, UNAIDS, Universidad Peruana Cayetano Heredia, UZIMA Foundation, World Medical Association
Against this background and aligned with the three common objectives, the four specific objectives of the plan to engage members and partners are to:

**A. Enabling solutions**
1. Empower members become strong advocates for HRH to drive forward the national, regional and global HRH agenda

**B. Catalysing actions**
2. Identify, develop and facilitate members’ leadership and engagement in the three strategic objectives of the Alliance and the global HRH agenda;
3. Encourage and enable the Alliance members and partners to take a pro-active role in support of national, regional and global HRH priorities;

**C. Promoting results and accountability**
4. Collectively maintain the HRH focus and achieve results by adding value to the work of the Alliance and holding each other accountable.

These objectives will be supported by a new marketing approach aimed at placing the Alliance as a convener and enabler of its membership in the international HRH landscape.

**Actions by specific objectives**

To achieve the above objectives, the following activities are proposed, and as such their outcomes and impact can be measured. In reality, many of these will be carried out in a flow of collaborative actions at country, regional and global levels:

**Specific Objective 1 – Empower members become strong advocates for HRH to drive forward the national, regional and global HRH agenda**

Actions:
1. Involve and encourage members to be involved in advocacy activities at all levels to increase the impact of HRH messages and develop collective national advocacy capacity/experience
2. Share advocacy objectives and materials across the members to harmonize messages and increase results
3. Involvement in Health Workforce Advocacy Initiative
4. Engage members to be actors in the Alliance annual HRH campaigns

**Specific Objective 2 – Identify, develop and facilitate members’ leadership and engagement in the strategic objectives of the Alliance and the global HRH agenda**

Actions:
5. Reach out to collect success stories and good practices for sharing and publication
6. Encourage and involve members to organize HRH sessions and/or meetings on other global or regional events to ensure that HRH issues are covered during these processes and Alliance members can profile the work and leadership of their organisations and of the Alliance
7. Increase member involvement and capacity to engage with HRH colleagues and stakeholders in national governmental and non-governmental processes for HRH planning and implementation.
8. Involve members to identify candidates for the HRH Awards.

**Specific Objective 3 – Encourage and enable the Alliance members and partners to take a pro-active role in support of national, regional and global HRH priorities**

Actions:
9. Share member profiles and activities among all members so they are informed of other members and their activities
10. Recognize member achievements publically and reward strong performers
11. Encourage creating country level HRH coalitions between members and other stakeholders to highlight and advocate for finding solutions to HRH problems and implementing them
xii. Support setting up new regional HRH platform in Latin America and strengthen the existing regional platforms in Africa and Asia to showcase successes, results and solutions that contribute to HRH priorities and ensure that the platforms can increasingly be led by members

xiii. Create the members’ E-Platform to facilitate information-sharing, networking and collaboration with and between members.

**Specific Objective 4 - Collectively maintain the HRH focus and achieve results by adding value to the work of the Alliance and holding each other accountable**

xiv. Encourage members set up and join in working groups on specific issues

xv. Use multi-member interventions on well-defined issues to support of the objectives of the Alliance’s 2013-2016 Strategy

xvi. Involvement in processes for synthesizing evidence and developing consensus on critical HRH issues

xvii. Engage members in the production of the “State of the World HRH” report

xviii. Participate in the planning and organization of the Global Forums on HRH and showcase successes at them

xix. Engage in the Members’ Forums at the Global Forums for HRH

**Specific Objective 1 - Support members become advocates for HRH and drive forward the national, regional and global HRH agenda.**

i. The Alliance will continue to develop and implement advocacy for HRH through organizing events and other advocacy activities. Encouraging members to join in that work, gain experience and make advocacy materials available for use in national HRH activities binds members and turns the Alliance into a resource when advocating for HRH. It also increases the Alliance’s capacity to tailor-make lobbying and promotion activities to national and regional specifics and strengthens the collective responsibility for obtaining results.

ii. The Alliance will with the help of its members make an inventory of the existing advocacy tools and resources that will be shared with all the members to facilitate their involvement in HRH advocacy at country, regional and global levels. These tools and resources will be collected and posted on the E-platform, and will be highlighted through the Alliance newsletter and website.

iii. Involvement in the Health Workforce Advocacy Initiative (HWAI)
The Alliance has a long standing collaboration with the Health Workforce Advocacy Initiative, an international civil society network, which was established to support the Alliance advocacy goals and is addressing the health workforce crisis. The Alliance civil society members who are interested in or doing advocacy are encouraged to join the HWAI activities as well for creating and implementing a broad-based advocacy agenda.

iv. The Alliance will organize annual HRH campaigns with the engagement of the members. The members are expected to participate in the design and running of these annual campaigns either at local, country, regional or global level.

**Specific Objective 2 - Identify, develop and facilitate members’ leadership and engagement in the strategic objectives and the global HRH agenda.**

Alliance members have specific expertise across a wide variety of issues with the HRH agenda. Supporting their leadership and facilitating their contributions towards the Alliance objectives is key to achieving global, regional and national HRH goals and has the potential of increasing the funding envelope for HRH at all levels.
v. Collecting success stories and best practices
Bringing together the successes in HRH across the Alliance membership and the sharing the best practices that have been developed can multiply their impact when they are widely shared. The Alliance Secretariat is in the unique position of having access to and knowledge of a wide variety of such stories and practices and will reach out to members to collect and disseminate them. A Good Practices e-Booklet recognizes members’ expertise and clearly identifies the value added of the full Alliance by disseminating and sharing cutting edge solutions to human resources for health challenges, as designed and implemented by its members.

vi. Attach HRH sessions and/or meetings to other global or regional events.
Every year there are a great many technical and research events and meetings on health and other relevant issues. In order to take best advantage of such meetings and reach as wide an audience as possible, the Alliance members will be encouraged to attach HRH sessions or members’ meetings to these events where Alliance members can profile the work and leadership of their organisations and that of the Alliance.

vii. Reaching out to governments and ministries through national partners
Governments and the HRH focal points within national ministries of health are critical HRH stakeholders that, although not formal members of the Alliance, are essential, by virtue of their role, to advancing the HRH agenda. The Secretariat will continue to reach out directly to these stakeholders and also support the Alliance members to engage them in effective HRH coordination and policy dialogue mechanism, such as the Country Coordination and Facilitation process to further the national HRH agenda.

viii. Engage members to identify candidates for the HRH Awards
The Alliance instigated during the Second Global Forum the Awards for Excellence for case studies on successful projects strengthening the health workforce in their countries as well as Special Recognition Awards to commend and recognise individual health workers for their exceptional contribution to health. The Awards will be continued in the next Forums, and the members will be asked for contributions.

Specific Objective 3 - Encourage and enable the Alliance members and partners to take a pro-active role in support of national, regional and global HRH priorities
To support HRH development, members need to be active in the area of HRH and work closely with other organisations, at several levels and within and outside the Alliance. To effectively engage members at the level of their capacity and impact, all stakeholders should be aware and informed of specific areas of influence and comparative advantage. Several mechanisms will be used to collect and collate details capitalizing on comparative advantages at national, regional and global levels.

ix. Members complete a profile and indicate their activities against the Alliance Strategy 2013-2016.
Currently members complete a profile outlining their activities that are relevant to HRH. To better understand the complete profiles of the current members and their capacity to contribute to the work of the Alliance, members will be invited to fill in their profile on the e-platform, where they will indicate their activities against the Alliance Strategy 2013-2016. This information can be used to map member activities against the Alliance Strategy 2013-2016, showing the coverage of activities towards the Alliance objectives by the collective work of its members. The members can then receive or make suggestions to take on activities based on their interests. The surveys of members will also contribute to the monitoring the impact of the member engagement activities and measure if the satisfaction among members will have increased.
Contributions from members and partners wishing to engage at a deeper level with the Alliance will be recognized on the website, the e-platform, in the newsletter and in Alliance publications. Recognising that member contributions are a crucial component for the implementation of the Alliance Strategy and an opportunity for global exposure and recognition, members who engage in HRH activities with(in) their constituencies financially or through a specific project, as implementers or advocates, will receive special recognition and exposure in order to acknowledge, reinforce and encourage outstanding success at both the institutional and individual levels. Members will initially be invited to share their contributions through regular message and a pro-active outreach by Secretariat staff. This will create greater exposure and recognition, especially with donors, which will encourage other members to also engage at a deeper level and share their achievements.

xi. Development of national HRH coalitions
The Alliance will increasingly focus on mobilizing members and partners with presence in countries who can serve as advocates for HRH and drive forward the country health workforce development agenda, with the Secretariat providing catalytic support and facilitation. This may take different forms in different countries, but the Secretariat will assist and support current and emerging coalitions of constituencies and groups of actors that can foster HRH dialogue, processes and actions at the national level on specific issues. These national efforts will be grouped and showcased at the regional network meetings.

xii. Develop and strengthen sub-regional and regional HRH platforms
The Alliance will continue to strengthen the African, Asian and other Regional HRH platforms of coordinated country action, and support development of new regional platforms, for example in Latin America. This will strengthen the collaborative approach to the HRH crisis and facilitate increased accountability and tracking of progress.

xiii. The members’ E-Platform, an electronic platform for members
The Members’ E-Platform, will provide space for active multidirectional communication that will enable and coordinate interactions in particular between and among Alliance members, but also with its governing bodies and the Secretariat. It will bring members together and provide a space for engagement in the work of the Alliance and in design and implementation of projects. It will help to convene members electronically from all over the world around a wide range of issues related to HRH, where the members will be encouraged to form working groups around specific issues, regional groups, and develop joint plans or actions to further the HRH agenda either in their geographical area or in a specific thematic area. By making strategic use of 21st century communication technologies that do not require a large amount of staff time to function, the Alliance is strengthening cohesion and collaboration towards the achievement of its goals. It also increases the visibility of the Alliance and strengthens communications among members, making the Alliance a ‘place to go’ for sharing information, networking, and identifying opportunities for collaboration around specific issues and/or in geographic areas.

Other social media tools will also be harnessed to improve the way that information is created, organized, shared and accessed across the Alliance membership. Social media based platforms, webinars and other new media will be more effectively used and become the norm for regular and sustained multidirectional engagement of members. Specific attention will be paid to ensuring access in areas of low connectivity so that all members will be able to contribute, and the Secretariat will make every effort to ensure all voices are heard and represented.

Specific Objective 4 - Collectively add value to the work of the Alliance and hold each other accountable for maintaining the HRH focus and achieving results.
THE ALLIANCE MEMBER ENGAGEMENT PLAN

Coordinated country action that feeds into regional and global agendas and platforms is key to achieving the HRH agenda at all levels. A variety of successful initiatives has already been initiated and developed under the first Alliance strategy. These will be continued and others will be developed to strengthen collective action, produce results and hold each other accountable for pushing the agenda forward effectively.

xiv. **Grouping** member expertise and excellence in **working groups** on specific issues such as financing, frontline health workers, health worker production, measuring progress, baseline data collection, NCDs, KD-AGA monitoring and other topics has a large number of benefits. It contributes to the cohesion of members with the Alliance, provides the mechanism for concrete contributions to the work of the Alliance, brings together expertise across all regions and levels and expedites the achievement of agreed goals. Establishing working groups on key strategic topics leverages the role of the Board and expedites the achievement of the Alliance objectives. Working groups will have a long- or medium term appointment, or be of an immediate nature, depending on their terms of reference. Working group membership will be open to all according to their expertise in the area. The working modalities of the WG will be led by members on a rotating basis and supported by Secretariat staff.

xv. **Involvement in processes for synthesizing evidence and developing consensus on critical HRH issues**
Members will be asked to contribute to the production and synthesis of evidence for achieving global or regional consensus on some of the critical issues for advancing the HRH agenda and finding solutions to the health workforce crisis. An example of such process is the coordination of the process for dialogue to achieve greater coherence and coordination among partners for their support to countries to solve the HRH crisis with the focus on Community Health Workers and other frontline health workers.

xvi. **Over the past years, the Alliance has developed focused multi-member intervention models on areas including:**
   i. the WHO Code of practice on recruitment of health personnel (CoP);
   ii. public awareness through soap opera dramas (Edutainment);
   iii. the positive practices environment campaign (PPE);
   iv. mHealth Education models focusing on professional behaviour and competencies;
   v. thematic issue papers.
These types of models will continue to be supported, developed and expanded across members and countries to maximize impact and feed into Alliance-wide results and are intended to promote the convergence of members in contributing towards providing support to national authorities based on their demand and needs to accelerate HRH actions.

xvii. **Engage members in the production of the “State of the World HRH” report**
Members will be asked to contribute evidence and stories for the State of the World HRH report that will be produced every two years, the first one to be published for the 3rd Global Forum for HRH.

xviii. **Contributions elicited from members for the planning and organization of the Global Forums for HRH**
Members will be asked to contribute to the processes for planning and organizing the Global Forums for HRH as well as participate in them as the principal fora for bringing together all the members of the Alliance and other key players in the HRH field. Use the Global Forums for HRH to showcase the results and successes of the members’ work, including the working groups and the multi-member interventions and engage an even wider group of members into future activities. This
THE ALLIANCE MEMBER ENGAGEMENT PLAN

allows members to celebrate and own successes on an Alliance platform and therewith strengthens both the member and the Alliance as a whole.

Contribute to the organization and participate in the Members’ Forum during Global Forum for HRH
Members will be solicited to contribute to the Members’ Forum that will take place during the Global Forums for HRH and participate in them actively. This will increase cohesiveness of the membership as well as mutual accountability among them.

Assets
In order to carry out this plan of action, several concrete contributions are needed. A dedicated Membership Officer will be appointed in the Secretariat and tasked to facilitate outreach, connection and communication among and between members. Support for this will also be provided by the Communications Officer, Technical Officers and other staff members.

Sufficient funds will be needed for setting up and supporting the country and regional collaborations, platforms and the Global Forums for 2013 and 2016. Without those, all efforts to increase members’ engagement and leadership in the action plan will be relegated to good intentions without results.
<table>
<thead>
<tr>
<th>Activities per objective</th>
<th>Member role</th>
<th>Secretariat role</th>
<th>Target</th>
<th>Output</th>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Specific Objective 1</td>
<td></td>
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<tr>
<td>Support members become advocates for HRH and drive forward the national, regional and global HRH agenda</td>
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<tr>
<td>i. Members lead or participate in organizing events and other advocacy activities at all levels to increase the impact of HRH messages and develop collective national advocacy capacity/experience by designing local campaigns and materials for advocacy purposes</td>
<td>Initiate the organization and/or respond to participation requests in advocacy activities</td>
<td>Initiate and collect members to participate in collective advocacy initiatives or activities. Support members in organizing advocacy events or activities.</td>
<td>5 advocacy activities undertaken annually in 3 regions, involving local and regional members starting in 2013</td>
<td>Scan and identify opportunities for collective advocacy in line with the overall GHWA advocacy strategy. Identify members who can participate. Agree messages and materials. Prepare and carry out the activity.</td>
<td>Opportunities for collective advocacy identified. Alliance members who will participate identified. Main messages and actions identified collectively. Event prepared and carried out successfully</td>
<td>Strong coherence between members. Awareness of partners for other activities in the region/country. Coherent advocacy message that lines up with the GHWA strategy High advocacy impact through collective action – one voice.</td>
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<tr>
<td>ii. Share advocacy objectives and materials across the members to harmonize messages and increase results</td>
<td>Share advocacy ideas and materials with the GHWA Secretariat</td>
<td>Develop and share the Alliance advocacy messages and existing tools</td>
<td>Advocacy activities undertaken by active GHWA members are based on common messaging. Members are</td>
<td>Members share their advocacy goals, impacts, and tools and materials, which will be made available on E-</td>
<td>HRH focused advocacy messages and materials are available to the Alliance and its members. Members can develop new</td>
<td>Aligned advocacy messages. Stronger advocacy at all levels due to the collective use of a central repository of successful advocacy messages and materials. Value for money/membership</td>
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<td>Objective 2</td>
<td>Identify, develop and facilitate members’ leadership and engagement in the three strategic objectives and the global HRH agenda</td>
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<tr>
<td>v. Reach out to</td>
<td>Provide success</td>
<td>Reach out to</td>
<td>24 success</td>
<td>Success stories</td>
<td>Regular</td>
<td>All members informed of the latest successes</td>
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| iii. Involve civil society members in the Health Workforce Advocacy Initiative (HWAI) | Join HWAI to participate in civil society joint advocacy activities | Inform civil society members of HWAI and encourage to join | Greater engagement by members in HWAI | HWAI membership increased. Civil society advocacy on HRH increased. | Increased advocacy on HRH by civil society members of the Alliance | Increased visibility for HRH issues through advocacy by civil society members or the Alliance, HWAI and its members |

| iv. Engage members in the annual HRH campaign | Respond to participation request and contribute to planning and running an annual HRH campaign | Reach out to members to participate in the design and running of an annual HRH campaign | Active participation by members in planning and running an HRH campaign at local, national, regional or global level | An annual HRH campaign organized jointly with members at different levels | Members gain experience in campaigning and continue on to run campaigns on their own or together with others | Increased participation by members and other stakeholders in HRH campaigns | Increased awareness of issues related to the campaign theme locally (in selected locations), nationally (selected countries), regionally and globally |

<table>
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<tr>
<th><strong>Strategy to galvanize the Alliance members and partners</strong></th>
<th><strong>Objectives and Activities Matrix, 24SEP12</strong></th>
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<tbody>
<tr>
<td>Requested to record them on the E-platform with accompanying goals, impact and tools and materials as of November 2012, so that they are readily accessible to all members</td>
<td>Messages and materials based on others’ successes.</td>
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Petra ten Hoope-Bender. 8 October 2012.
<table>
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<tr>
<th>STRATEGY TO GALVANIZE THE ALLIANCE MEMBERS AND PARTNERS</th>
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<tr>
<td>OBJECTIVES AND ACTIVITIES MATRIX, 24SEP12</td>
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</table>

<table>
<thead>
<tr>
<th>Collect success stories and good practices for publication</th>
<th>Stories and activities to the Secretariat at own initiative, or when asked</th>
<th>Collect member activities and success stories. Collate and disseminate using all types of media.</th>
<th>Stories and good practices collected (if available) annually.</th>
<th>Collected in a publishable format. Dissemination undertaken in all possible media.</th>
<th>Publication of HRH successes and lessons learned available in all GHWA media.</th>
</tr>
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<tbody>
<tr>
<td>vi. Attach HRH sessions and/or members’ meetings to other global or regional events so that HRH is always discussed and Alliance members can profile their work and that of the Alliance</td>
<td>Inform secretariat and regional fora of opportunities to piggy back HRH on meetings and events. Use organizational or personal networks to get HRH topics included in agendas of other meetings or events.</td>
<td>Support members as needed in gaining access and organizing HRH sessions in other events or meetings. Share information about the sessions organized.</td>
<td>10 sessions organized and completed by December 2014, and another 10 by December 2016.</td>
<td>Information about events where HRH could be included shared across all members. Members supported by GHWA secretariat and leadership to get HRH on the agenda at other events and meetings</td>
<td>Wide variety of audiences aware of the HRH issues, agenda and priorities.</td>
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<td>vii. Increase member involvement and capacity to engage with HRH colleagues and stakeholders in national</td>
<td>Engage with government stakeholders</td>
<td>Support and facilitate members’ strategic connections with government stakeholders</td>
<td>10 countries identified where the engagement with government stakeholders through dialogue with members about approach and issues for government engagement. In kind</td>
<td>Increased dialogue between Alliance, member and national government experts.</td>
<td>HRH issues included in other health related agendas, approaches and priorities. Access to non-HRH audiences for Alliance and its members. Awareness of HRH issues and constraints in other health-related discussions and fora.</td>
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</table>

Petra ten Hoope-Bender. 8 October 2012.
<p>| governments | | | support by the Alliance identified and agreed. Activity undertaken. |
| viii. Engage members in identifying and selecting HRH Awards candidates | Identify potential candidates for the HRH Awards from the membership or outside | Reach out to members to identify Award candidates | Number of candidates suggested for the Awards | Award winners selected from candidates. Awards presented at Global Forums. |
| | Health workers profiled and celebrated in the global media | The work of health workers made better known. |
| Specific Objective 3 | Encourage and enable the Alliance members and partners to take a pro-active role in support of national, regional and global HRH priorities | | | |
| ix. Share member profiles and activities among all members so they are informed of what others are doing | Complete the profile template and regularly update the secretariat on activities and successes | Reach out to members for regular updates. Share collected information on the website, in publications and on the E-platform | All active members’ profiles available and accessible by December 2013. Updates on their activities requested regularly and updated on the website every 6 months. Information accessible to all via website and publications | Database of member profiles. Database of member activities, updated every 6 months. Information accessible to all via website and publications |
| | Members are aware of each other, of each other’s activities and can learn from each other | A well-informed GHWA membership. Information on successes and lessons learned available to all. Coherent action on HRH priorities across the Alliance. Prevention of re-inventing the wheel. Learning from and building upon each other’s work and results for all Alliance members (value for money/membership). |
| x. Recognize member achievements publically and reward strong performers | Contribute stories and evidence of activities that work | Elicit stories of achievement from members | Increased number of stories of member achievements in the Alliance website, newsletter and Eplatform | More visibility on approaches to HRH that are effective | More evidence available on approaches that work on HRH | Increase in approaches and programmes addressing HRH issues at country level |
| xi. Development of national HRH coalitions | Initiate and participate in the national HRH coalitions | Support the development of the national HRH coalitions | 3-5 new national coalitions functioning every year | National HRH coalitions identified focus areas for their activities. | National HRH coalitions provided input for national processes for HRH | Multistakeholder nature of the national HRH processes has increased Critical issues in HRH at country level highlighted |
| xii. Encourage setting up new regional HRH platforms and strengthen existing ones in Africa and Asia | Collectively initiate and develop regional HRH fora. | Support initiatives to set up new regional forum in Latin America or elsewhere with lessons learned from Africa and Asia HRH fora. | A new regional platform set up and having held one meeting by December 2014. Stronger collaboration with existing HRH platforms in Asia and Africa. | Platform set up. Regional members connected and engaged. Focus on regional HRH issues. Joint planning with regional networks for building synergies for regional and global HRH work | Shared regional focus. Strong regional voice. Collaborative regional input into Global Forum. | Coherent messaging, advocacy and resource mobilization activities in three regions. Stronger regional support for the Global Forum. Increased member engagement. Increased alignment of workplans between the Alliance and the regional networks |
| xiii. Increase | Use the E- | Set up the E- | 50% of active E-platform | E-platform is a | Improved, accessible and coordinated |</p>
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<th>Objectives and Activities Matrix, 24Sep12</th>
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<tr>
<td>Communication with and between members using the E-Platform</td>
<td>Platform as one of the main means of communication and information sharing on HRH</td>
</tr>
<tr>
<td>Platform and inform members of its existence and usages</td>
<td>Members use the E-platform at least twice a month by December 2013. Members’ use of E-platform increases, through increase in active members.</td>
</tr>
<tr>
<td>Established. Members informed and understand the functionality and usage of the platform. Members start and continue using the E-platform</td>
<td>Core component of the Alliance service provision and communication with members. E-platform is a core source of information and communication for members</td>
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<td>Information sharing among Alliance members and with the Alliance Secretariat and leadership. E-platform becomes an incentive for Alliance membership. E-platform is a key resource for global and regional HRH information.</td>
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**Specific Objective 4**
Collectively add value to the work of the Alliance and hold each other accountable for maintaining the HRH focus and achieving results

xiii and xiv. Involve members in working groups and multi-member interventions on well-defined issues in support of the three objectives of the Alliance’s 2013-2016 Strategy

| Participate in, coordinate or initiate/lead Working Groups or multi-member interventions. | Support the initiation and development of Working Groups or multi-member interventions as per the GHWA strategy and agenda. | Each year, 2 new multi-member interventions will be initiated and completed. Working Groups set up and mandated as per the GHWA strategy and agenda. | Multi-member interventions and Working Groups initiated on topics in accordance with the GHWA strategy. | Effective multi-member interventions will have generated measureable results for the global, regional or national HRH agenda or priorities. Working Groups will have generated the desired results within their agreed mandates and Added value through Alliance-wide collective action. Working Group outcomes effectively inform GHWA strategy development and implementation. |

Petra ten Hoope-Bender. 8 October 2012.
STRATEGY TO GALVANIZE THE ALLIANCE MEMBERS AND PARTNERS
OBJECTIVES AND ACTIVITIES MATRIX, 24SEP12

<table>
<thead>
<tr>
<th>xvii. Involvement in processes for synthesizing evidence and developing consensus on critical HRH issues</th>
<th>Participate in the synthesizing and consensus processes</th>
<th>Organize processes and groups for bringing clarity for critical HRH issues</th>
<th>Consultation on CHWs undertaken in 2013, others when relevant.</th>
<th>Consultation processes completed, consensus achieved</th>
<th>Greater clarity and collaboration between partners on critical HRH issues</th>
<th>Better coordination of partner support to countries on HRH</th>
<th>Improved HRH programming at country level</th>
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<tbody>
<tr>
<td>xvii. Engage members in the production of the “State of the World HRH” report</td>
<td>Submit evidence and stories for the report as per requests and format</td>
<td>Reach out to members to contribute evidence for the report</td>
<td>Evidence collected for the State of the World HRH report</td>
<td>State of the World Report published with existing evidence from members</td>
<td>State of the World Report successfully launched at Global Forums for HRH as the most important publication on HRH</td>
<td>Increased awareness of state of HRH in the world and in countries</td>
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<td>xvii. Contribute to the organization of the Global Forums on HRH and Organize specific showcase sessions during the Global and Regional fora to learn from each other and share successes, results and solutions that contribute to HRH priorities at global, regional and national levels</td>
<td>Participate in the planning of the Global Forums and the Forum itself. Propose topics for showcasing sessions. Support Secretariat in the initiation and content development of such sessions.</td>
<td>Organise or support the organisation of showcase sessions. Collect and collate the results.</td>
<td>3 Showcase sessions held at the 2013 Global Forum, and Global Forums that may be organized later.</td>
<td>Showcase sessions on specific topics organized with and by Alliance members at the 2013 Global Forum and other Forums.</td>
<td>Profiling of the activities of Alliance members. Information sharing on successful approaches and interventions to improve HRH</td>
<td>Active members increasingly visible as leaders in the HRH field and Alliance members. Alliance profile increased by results achieved with and through members. Issues that positively impact HRH development and coverage highlighted at the Global Forum and in the media.</td>
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<tr>
<td>Members Forum organized at Global Forums</td>
<td>Contribute and participate in the Members Forum</td>
<td>Solicit input and participation in the Members’ Forum</td>
<td>Members involved in planning and organizing the Members Forum</td>
<td>Members’ Forum held at each Global Forum with strong Alliance membership</td>
<td>Stronger and more cohesive Alliance membership</td>
<td>Members in a better position to take action on global, regional or national level on HRH</td>
<td>Increased accountability among members on their collective activities as an Alliance</td>
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</tbody>
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Petra ten Hoope-Bender. 8 October 2012.