Sixth Meeting of the Board  
16 May 2008  
Mövenpick Hotel, Geneva

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Participants

Board members:
Eric Buch, Kathy Cahill, Carissa Etienne, Eric Friedman, Francisco Eduardo de Campos, Louise Holt (Chair, GHWA Nominating Committee), Zhang Junhua (Alternate to Li Feng), Thomas Kenyon (Alternate to Estelle Quain), Basile Koolo, Sigrun Møgedal (Board Chair and Chair of Forum Organizing Committee), Judith Oulton, Julian Schweitzer (Alternate to Estelle Quain), Marie-Odile Waty
Swit Witubulpolprasert (Chair, GHWA Programme/Policy Committee) - attended through a telephone connection for agenda item: "Introduction of the document: The Way Forward from Kampala".

Unable to attend:
Lincoln Chen and Miriam Were.

Other participants:
Manuel Dayrit (Alternate to Carissa Etienne) and Bjarne Garden (Alternate to Sigrun Møgedal).

Secretariat:
Francis Omaswa and Mubashar Sheikh
Fabienne Adam, Millicent Ayata, Jim Campbell, Shook-Pui Lee-Martin, Beth Magne-Watts, Cornély Okwo-Bele, Sonali Reddy, Eric de Roodenbeke and Erica Wheeler.
Decisions

Note from Fabienne: decisions will be added based on final/approved version of minutes.

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Opening remarks

The Chair welcomed board members and other participants, and invited board members not to go into details. Rather they should focus their contribution on high-level interpretation and substantial questions.

She mentioned that she had invited board members (see message under Annex A) to express their views and provide written inputs on the strategic direction for GHWA. Written comments had been received from a few board members.

Adoption of the Agenda (Doc.1)

Board members adopted the agenda as proposed, with the addition of an executive session at the end of the meeting.

Note from Fabienne: Did this happen during/after dinner??? Please confirm.

Minutes and Reports

Adoption of last Board meeting minutes (Doc. 2)
The Minutes of the 5th meeting of the Board were approved without modification.

Decisions of the previous Board meetings (Doc.3)
This document was not reviewed nor discussed as it was only intended as an information document.

Reports by Standing Committees

Policy and Programme Committee (Doc.4)
The report was noted.

Executive Committee (report recorded from memory by Lincoln Chen)

Quote
GHWA Board Executive Committee
Conference Phone meeting
April 16, 2008; 9:00am EST

Members joining - Lincoln Chen, Sigrun Mogedal, Kathy Cahill, Suwit W (listened but could not speak during travels). Louise Holt was contacted by Lincoln after the conference phone to confirm arrangements.

Board Chair Lincoln Chen organized an Executive Committee conference phone meeting (on 16 April 2008) to review progress on the transition of the Board Chair. Given that Board Chair Lincoln Chen would not be able to attend the next May 16 Board meeting, it was considered advisable to move expeditiously through the Chair transition so that leadership regarding planning the May 16 board meeting could be expeditiously exercised. There was also the important work of board management of the transition of the Executive Directors, follow-up to the Kampala Forum, and program planning by the Board's PPC.

All participating members agreed that the transition of the GHWA chair should be implemented immediately. Lincoln was requested to double check with Louise regarding feedback of Board
members to the Nominating Committee's recommendation that Sigrun Møgedal be requested to serve as the next Chair. It was underscored that Sigrun's title should be Chair (not interim chair), even though she has only agreed to stay as Chair until a more systematic election can be conducted over the coming year. After the conf phone call, Lincoln contacted Louise who reported that ALL board members had responded to the nominating committee recommendations that Sigrun serve as the next board chair. Upon receiving that news, Lincoln issued an email informing all Board members of the transfer of Board Chair responsibility immediately on or around April 18, 2008.

Unquote

Decision 1 by unanimity, board members approved the appointment of Sigrun Møgedal as Chair of the GHWA Board.

Outgoing Executive Director's report (Doc. 6)

Dr. Francis Omaswa indicated that his report was presented in two parts: a biennial report, and a budget and finance report under Annex 6. He mentioned that the Alliance had started from zero, and was now properly established. He regretted that the delayed implementation of the work plan was due to the recruitment of staff, and reaching an agreement with WHO on how to implement the work contracted to third parties. He listed the main headings of his report and indicated that clear outputs were indicated for each. He expressed his appreciation for the support he had received from both the Board and Secretariat staff.

Board members thanked Francis Omaswa and Millicent Ayata for their hard work in establishing the Alliance.

Decision 2 The Board received the Outgoing Executive Director's report. It however requested him to complement his report by adding the following information:
- challenges experienced, categorizing issues;
- major outcomes of the Forum and task forces/working groups work;
- action undertaken in the area of intersectoral collaboration; and
- outline of specific areas which require the attention of the incoming Executive Director.

Note from Fabienne: ED report was to be further reviewed in the executive session; did this occur? Do you wish to reflect some board decision as a result, here or under the ES section??

Decision 3 The Board decided that the revised report after making necessary adjustments will be published to inform on what the Alliance had achieved during 2006-2007, and what were the challenges. This report will be sent to other partnerships and to ministers. It will also be used as an advocacy and communication tool.

Decision 4 The Secretariat was requested to support and coordinate the implementation of both Decisions 2 and 3 above.

Report on the Forum (Doc.7)

Sigrun Møgedal paid tribute to the Alliance members and to the Secretariat. She acknowledged the Secretariat huge work under the Executive Director's leadership.

She mentioned an important area were action had not been taken as quickly as it should have immediately after the Forum: ensure that the agenda would be moved and shared widely. She informed the Board that the
material from the rapporteurs had been made available to the Secretariat. More work is need on the Forum report. In this context, she requested the Board to give their advice on how the Forum report should be taken forward.

Comments from board members:
- How do we proceed with the second Forum?
- Stakeholders and skill buildings workshops coordinators should be requested to each send 500 words.
- Avoid to have meetings (ex. task shifting Addis Ababa meeting) to close to the Forum, in order not to prevent the participation of some ministers of health in the Forum (as some cannot travel out of their country several times in a short period)
- How do we attract ministers? Should we plan a special session for them?
- In some sessions, documentation was not available until late.
- The process to ensure a wide and timely consultation on a forum declaration needs to be initiated much more in advance.
- Focus the Forum on the 10 critical aspects countries should focus on.
- Much interest from people who were not in Kampala but heard about it: there is a need to capture the essential discussions and outcomes, and communicate them.
- It was also suggested that there should be a report on the Forum and include key messages from Forum sessions.
- Board members want to move forward and keep the momentum from the Forum. They mentioned that one way to achieve this would be to get editorials placed on issues relevant to the Forum key messages and outcomes. Board members express their commitment to help and contribute.

Decision 5  Secretariat was requested to review board members’ comments and coordinate action.

Decision 6  The Forum report is to be an advocacy tool not proceedings from the meeting. It will include messages from participants; facts; a capture of outcomes, using notes and task force contributions. Editorials which point at health issues and challenges to go forward will be developed with the contribution from board members.

Decision 7  The Chair and incoming Executive Director are to decide on how to implement decision 6 above.

Francis Omaswa expressed his appreciation of the hard work from the Secretariat staff.

Carissa Etienne stated her appreciation for the work accomplished. She expressed the view that work in the HRH field needed to grow and that members of the Alliance should support each other in this effort.

Strategic directions of GHWA

Vision from the Board Chair
There is a need to get a sense of change after Kampala.

The document "The Way Forward from Kampala" focuses on the vision and the mission and proposes strategies in four main areas: advocacy; knowledge brokering; mobilizing partners; monitoring progress.
The document outlines **four areas for action**: strengthening regional and country mechanisms and capacity to accelerate country actions; advocating HRH issues; knowledge brokering, and promoting synergy between partners and addressing global HRH policy challenges

**Introduction and discussion on the document: Way forward from Kampala** (Doc.8)
Suwit Wibulpolprasert reported that the PPC had held two teleconferences after the Forum, and exchanged e-mail messages to decide on how to manage the next two critical phases: the transition period of both the board chair and executive director. He informed board members that the document summarized the result of these consultations, and recommendation from the PPC to the Board.

**Discussion on the document to focus on 4 areas:**
I. What is the most important change?
II. Does the "Way Forward" articulate the change clearly enough?
   - For 6 months?
   - For the next 2 years?
III. By what measures would we show results and added value? E.g should we be looking at quick or easy guidelines for countries to assess their HRH situation and also be able to identify the number of countries with HRH plans that can be used to obtain funding.

**Country support:**

- What is GHWAs added value?
- Right plans?
- Mapping (regional platforms activities in countries)?
- What is the vision for country work? For which countries: all, many, a few?
- Should GHWA be focusing on countries that are lagging behind in moves to develop HRH plans?
- What should the deliverables be?
- How do we engage country leaders, stakeholders?
- Do we need innovations in education?
- Do we need to improve knowledge exchange between sectors, partners, countries?
- What is the role of the country action team?
- What is the difference between our role and that of WHO? How do we make the difference with WHO's role?
- How do we map resources?
- How do we create a broader network in country?
- The World Bank will provide information on 4 country studies that would give some indications about how GHWA can focus its work
- Creating champions at the country level and build capacity in government.
Comments from board members:

- Guidelines are required for crisis countries on how to approach the HRH crisis.
- The Alliance should define how to ensure leadership in crisis countries so that efforts are mobilized and coordinated, and stakeholders interact in the context of the Country Action Plan. In some countries, DFID and PEPFAR will be co-leading this process.
- A plan of action is required for each crisis country.
- HRH is not costed in some crisis countries, no reporting exist, plans are weak.
- A few countries are getting all the attention.
- The Alliance’s role is to get involved in helping crisis countries through knowledge exchange rather than focus on specific countries (exchanges between sectors, partners, countries).
- There is a need for more clarity of WHO’s and the Alliance’s respective roles at the country level.
- By building capacity in country HRH departments and creating stronger and broader networks, the Alliance needs to support the emergence of other champions in countries.
- The field of education is to be considered in the context of new technologies (e.g., distance learning).

Sigrun Møgedal summarized the discussion on Country Support by pointing out that:

- There was a need for the Alliance to draw on the various areas and sectors, linking them differently in different countries. It may not be GHWA’s niche to act at the country level, but it has a leverage role to play in facilitating the creation of links to ensure that gaps were identified and filled. To illustrate, she gave the examples of: the gap between education and health; the gap in education academic thinking; the diverging views on how to manage the private sector.
- The Alliance should consider whether to target some countries, doing it for all, many or a few.

Francis Omaswa indicated that:

- The Alliance needed to be clear about its niche and use it as a foundation. It is part of a global movement (e.g., MDGs, poverty eradication, primary health care revitalization).
- All 57 crisis countries, even others, are ready. The world is ready. What is the Alliance’s role to respond to the crisis, what is the role of Alliance members and partners?
- There is a need for the Alliance to reach the 57 crisis countries with public goods in collaboration with partners. The Alliance has supported the development of tools which now need to be made available to countries.

Advocacy:

- What to advocate for? How? Any change?
- What are the key messages? What basis for messages? Which target(s)? or messages?
- Who are the critical audiences?
- Advocacy at the country level?
- Advocacy for what? Beyond what experts think or say; clarity on for what will give clarity on how and towards whom
- Target global policy makers

> Action: priority for next 6 months: reach out to others to get more concrete answers and to begin to develop the advocacy/com strategy
Sigrun Møgedal introduced the discussion by requesting board members to consider whether GHWA needed to be better at advocating HRH issues, and whether the message needed to be changed.

GHWA needs better data and facts to support its advocacy. It has been using WHO figures. Should we now work with other actors and players? The situation is very different in different countries, but we do not know how to communicate this. There is a need to focus on gaps and ways to overcome them.

We need to find what we can capture and communicate in the six forthcoming months.

Comments from board members and Secretariat:
- GHWA need to go more into targeted advocacy: what are its critical audiences, at all levels? What are the key messages? How does the Alliance bring value?
- More advocacy is required at the country level, reaching the country-level team and civil society. There is a long way to go before governments are fully sensitive to HRH issues.
- GHWA should decide on what it needs to advocate for (e.g., ratios of health professionals to population?). The StopTB Partnership has defined very specific targets that the world can relate to.
- The Alliance needs to decide what it is advocating for, how, on behalf of whom and to whom.
- Some of WHO targets for countries to make progress are too low and may lead to inappropriate planning for HRH.
- The expectation is that GHWA needs to communicate something new. We have the mandate to report on the Kampala Declaration. To do this, we need to know how to measure gaps.
- There was a note of caution from Judith on targets indicating that this can sometimes be misleading and can lead to underestimating the number of health workers needed.

Knowledge brokering:

What is GHWAs role? What is the scope of work?
- Synthesis, dissemination
- Role and financing of task forces
- "Best plans", "Best practices"
- Broker to address knowledge, and other gaps
- Interactive links: let end-user decide on what knowledge is useful
- Creating a balance of roles with partners

Sigrun Møgedal introduced the discussion by asking board members to express their views on what was the Alliance role in knowledge brokering, and bringing pieces together better. An effort has been made by the task forces to bring people together. How do we add value to different stakeholders?

There is a lot of knowledge in institutions, and interest from partners, including foundations. The Alliance could look at, and create a balance in, debating and matching. There energy deployed in the North needs to be developed in the South: this is an area where the Alliance should define its role, and help.

Comments from board members and Secretariat:
Clarity is essential on what is GHWA role and scope of work.
GHWA should synthesize what is available and post it on its web
GHWA should be clearer on the basis on which a task force is formed and commissioned, what is its purpose, what do we expect back, how do we fund this work.
The Alliance need to assess how much the existing task forces and working groups have contributed, and what were the next steps.
GHWA should not maintain a huge knowledge dbase. Rather, it needs to collect what are the best 5-10 country plans, and share knowledge.
The Alliance needs to identify gaps in knowledge, policy and play a brokering role to have these dealt with - not necessarily by GHWA. It needs to contribute to the dissemination of results collected by others.

Promoting synergy between partners and key actors:

- **Roles, mandates, selection**
- **Mutual commitment among partners for better collaboration, communication?**
- **Are we missing out on other potential partners?**
- **Representation on Board of partners**

Sigrun Møgedal requested board members what were their views on how the Board could ensure a good coordination between board members, and with stakeholders not presented on the Board. We all agree that this is needed, but how? What is the mutual commitment among partners? Do we have a mechanism to have an agreement on a plan of collaboration?

Comments from board members and Secretariat:

- GHWA should use any opportunity to work with key actors (e.g., The Global Fund round 10).
- To play its advocacy role with partners, GHWA needs a plan and up-to-date data.
- The Alliance and the Board need to work much more in collaboration with partners. There is a pressing need to move in that direction - at least board members - to be a real Alliance
- The Secretariat needs to be informed of what board members are doing and the events they attend so that advocacy opportunities with partners are not missed.
- The challenge facing GHWA is that there is a fatigue on coordination mechanisms. GHWA work could be the HRH piece of the IHP.
- The Secretariat should be proactive in seeking information from board members, and decide what is most relevant to share with partners and key actors.

Wrapping up on the discussion on the Way Forward from Kampala document

Sigrun Møgedal asked board members to indicate whether the document articulated changes in a clear enough way, including the role of the Alliance with the countries. She believed that the document should be specific enough about the 6-month period, so that progress can be measured.

Mubashar Sheikh stated that there was a need to consider why the Alliance had been created (e.g., to bring partners together). The future of the Alliance depends on whether it adds value. In this respect, the Forum was an illustration of what it can achieve. Before priorities -short, mid- and long-term- are defined, there is a need to have clarity on GHWA mandate and scope of work. Yes it is a convener (Forum and task forces), but does it have a mandate at the country level, including in
convening partners? What is the Alliance expected to deliver? Does the Secretariat and the Board have the manpower? Is appropriate governance in place?

Before the Alliance advocates, it needs to clearly define its role, and have decided on messages and targets.

His priority for the forthcoming six month is to have a good communication strategy in place. Once developed, the Secretariat will share the strategy with the Board.

On GHWA role at the country level, there is a need for a clear framework, taking into account that as few as 8 countries did not bring much knowledge and clarity. There is a need for a framework before moving to more countries. The Secretariat will work on this, and submit the results of its initial thinking to the Board.

The capacity of the Secretariat needs to be developed. A retreat will be held in early June 2008, to translate directions from the Board into priorities and action.

Decision 8  The Board requested the Secretariat to take into account the above comments from Board members and to translate the "Way Forward from Kampala" document into basis for the development of a knowledge sharing and advocacy strategy.

Decision 9

> The Board confirmed the need to better capture the change in direction of the Alliance in the post Kampala period, and tasked the Secretariat with the responsibility of reflecting these changes in the document.

> In particular, the Secretariat needs to address how it can work more effectively at the country level in the 57 crisis countries, and if this will involve a change in the modality of work at the country level, including country-specific measurement of HRH components.

> Plans to work at the country level should recognize that there is a lack of capacity at the country level in HRH and a need to engage country stakeholders from different constituencies and ministries.

> The Secretariat will incorporate recommendations that point out which GHWA-specific results are to be achieved as a result of its engagement.

> The Board recognized that there is a balance to be struck between focusing on a few countries to learn lessons, and producing results that can be used by a greater number of countries.

> The Secretariat will then share the revised version of the document with board members for comments and eventual approval.

**Review of Taskforce/Working Group**

As a general comment on this agenda item, the Board agreed that there was a need to clarify his/her role when a board member was also a task force member.

**Final report from Task Force on Scaling up Education and Training**

Decision 10

> The Board acknowledged Lord Crisp's leadership, recognized the work of the Working Group and the University of Ottawa.
> It noted the recommendations made in the report, noting that recommendations for the Alliance were not clear and specific.
> The Board asked the Secretariat to identify how to translate the report and its recommendation into next steps, including in advocacy and communication and in developing country framework.
> The Board tasked the Secretariat to send a formal letter of thanks and appreciation to Lord Crisp and other members.

Cathy to write additional action points for minutes.

**Health Worker Migration Initiative (HWMI) and Update on the Global Dialogue**

Mary Robinson thanked the Board and the Executive Director for the opportunity to address them.

She presented the compilation of normative instruments on HWM. She informed the Board that a web-based innovative Community of Practice had been established, thanks to the contribution by WHO/HRH (Jean Yan and colleagues) and John Hopkins University. The COP was launched together with a 3-week Global Dialogue, with a global videoconference on 31 March 2008.

The dialogue had over 800 participants from 102 countries. Each week addressed a particular theme and posed a questions (current situation and dynamics of HWM; innovative responses to addressing HWM challenges; proposed Global Code of Conduct).

The videoconference linked up eight regions around the world for a discussion on health worker migration. It was an enormous success - highlights of which were a presentation by Africa and the Pacific regions on the Code of Practice in heir regions, and a broad-based discussion on the challenges of health worker migration and solutions underway. GHWA and WHO were key in this work, which is the result of a unique grouping of political leaders with those who have the very practical experience of country problems. She cited the example of the solution-focused dialogue between South Africa, and the United Kingdom of Great Britain and Northern Ireland. In her view, one was seeing the notion of co-development in the field of migration of health workers given more consideration.

She stated that HWMI relied on its three partners: Realizing Rights, WHO and GHWA - each bringing its own critical skills and assets to bear.

- RR focus on rights, neutral and respected convening power, political linkages and expertise in political leadership.
- GHWA has the mandate to address crisis of health workforce and is a platform to address it, as evidenced by the great success of the Kampala Forum and Declaration.
- WHO represent the global outreach, technical expertise, and has the mandate to implement WHA resolution 57.19 which calls upon WHO and relevant stakeholders to "develop strategies to mitigate the adverse effects of migration of health personnel, to frame and implement polices and strategies that could enhance effective retention of health personnel, and requires WHO Director-General to develop a code of practice on the international recruitment of health personnel."

She indicated that HWMI comprised two working entities:

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• The HWM Global Policy Advisory Council: a high-level group of ministers of health and development from developed and developing countries, and migration experts. The Secretariat of the Council is based at Realizing Rights.

• The Technical Working group which has its Secretariat based at WHO/HQ: it comprises technical experts and representatives of multilateral institutions.

Her personal reflections on HWM Council was that it was a unique grouping of leaders from developed and developing countries, all demonstrating a strong commitment towards creative solutions to challenge HWM. The Human Rights principles are imbedded in the Council’s approach - which proved to be effective in addressing concerns and rights of health workers, as well as those of the States to provide the right to health.

She suggested that the Board may consider constituting a group which would have the capacity to ensure implementation as a result of the work of task forces and working groups.

Basile Kollo queried where Africa, particularly Central Africa, were in the work of these two groups.

Board members were of the opinion that the north-south dialogue had been positive, but that a better involvement of Lusophone countries and French-speaking Africa had to be ensured.

HWMI will be supporting WHO that will be responsible to take the next steps for the Code of Practice, gathering knowledge-based information and different instruments, and issues. The experience initiated globally will now expand to focus on the sub-Saharan Africa. The Kampala Forum was extremely useful to exchange views and start a more global interaction. The work will ensure that we moved from a framework for a code, to a code and to the next steps from a code. The constitution of a drafting committee has been proposed to produce recommendations for the draft Code of Practice, which will be prepared by late 2008, in time for a review by the WHO Executive Board of January 2009, and a later consideration by the World Health Assembly in May 2009.

GHWA Board should consider the role of the Alliance in the forthcoming months in relation to the Code of Practice, particularly its advocacy role at the country level.

Comments on both TF E&T and HWMI/Global Dialogue reports:

Manuel Dayrit indicated that the work of the two task forces his department was involved in, was based on WHA resolutions, and acknowledged the fact that the two groups had different ways of working and interacting with its respective members.

The E&T TF report need to be translated in term of impact of country work,. The Migration TF report will need to be translated into recommendations for the Code of Practice.

Comments on all Task Forces and Working Groups

Taking into account that two reports were already available, and a third one soon from the migration group, Mubashar Sheikh stated that the Secretariat will be waiting from guidance from the Board on how task forces and working groups works could be brought together.

Decision 11  In the wider context of working groups and task forces, the Board decided that:
> the rationale for the creation of a task force was to be clarified, together with its time-frame and deliverables;
> a different approach was needed to solicit and assess proposals; and
if and when the Alliance were to fund proposals, co-funding from other entities would be a pre-requisite, and the Alliance funding was to remain catalytic.

These points will be considered for reflection in the GHWA Governance paper, presently under development.

Work in progress under other Task Forces and Working Groups

Review of proposals

Update on budget and income status

In order for board members to make an informed decision on allocation of funds for the proposals submitted, the Secretariat was asked to provide the meeting with a picture on the budget, expenditure and income.

The information given is reflected in the table below:

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<td>US$ 17.8 m</td>
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| Resource gap as at April 2008 | To fully implement 08-09 budget of US$ 23.1 m | US$ 5.3 m |
| To carry over funds to cover staff and activity on 1st January 2010 | | US$ 7.0 m |
| Total gap for the period May 2008-December 2009 | | US$ 12.2 m |

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<th>Expenditures as at 14 April 2008</th>
<th>(including for the Forum)</th>
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Note: 80% of pledged funds are available for expenditure. Cash installments are to be received for the implementation of the remaining 20%.
**HWAI proposal and budget** (Doc. 12)

The Board confirmed its decision to fund a proposal from HWAI. The proposal and budget submitted in April 2008 were approved.

**Decision 12** Considering the proposal submitted by HWAI in April 2008, the Board requested the Secretariat to issue a contract with HWAI for an amount of US$ 215 000 for the period 1 June 2008 - 31 December 2009.

**HWMI: extension of work period & additional funding for Realizing Rights** (Doc. 13)

The Board noted the Secretariat review of this proposal.

**Decision 13** Considering the proposal submitted by HWMI, the Board decided that the Secretariat will request the Task Force clarify the role of the TF in the development of the Code of Practice, TF will also be requested to revise their submission providing justification and rationale for extension, identifying new deliverables for the additional period of time and requested additional detailed budget.

The Secretariat will circulate the response from the TF along with the revised proposal to board members for their review and decision.

**Universal Access funding for UNAIDS** (Doc. 14)

**General consideration on Universal Access**

Country-level work was already occurring in the field of universal access, and work would now focus on the workforce and access. An effort is being made to cost interventions, and the question on how this task force can and should interact with other task forces should be clarified by this Task Force Secretariat. UNAIDS is proposing a two-year work plan. Additional members have to be identified for this Task Force.

**Sigrun Møgedal** expressed her concern on the two-year duration, especially in relation to the debate on systems and HIV/AIDS. She recommended that consideration be given of other diseases (ex. malaria, tuberculosis, etc.).

**Judith Oulton** urged the Task Force to consider the addition of health workers and health professionals.

**Louise Holt** mentioned that there was a concern by the HIV/AIDS community on a potential risk of having HIV/AIDS issues diluted into HRH and health systems strengthening, when HIV/AIDS was already getting less attention.

Board members expressed their concern on the fact that the membership of this Task Force was heavily weighted on the North. There is a need to add non-HIV specialists in order to generate evidence based on a broader base and perspective.

Board members considered that the time-frame for the work of this Task Force was too long.

**Decision 14** The Board requested the Secretariat to communicate to the Task Force on Universal Access the concern from the Board on their Terms of Reference, membership, and time-frame.
The Secretariat will circulate the revised/complementary information from the TF UA to board members for their review and decision.

The Board noted the Secretariat review of this proposal.

**Decision 15** Subject to a positive decision by e-mail from board members, (preferably by consensus, or failing it by a positive vote from at least two thirds of its members (50%+1)), as a result of the additional information and evidence provided by the TF UA (decision 13 above), the Board authorized the Secretariat to issue a contract with UNAIDS for an amount of US$ 384 000 for the period 1 June 2008 - 31 December 2009.

**Private Sector funding for Duke University** (Doc.15)

The Board noted the Secretariat review of this proposal.

Although the Board agreed, in principle, with the establishment of a Task Force on the Private Sector, it felt that it was not ready to act on this proposal as further discussions were needed on the private sector. It observed that it was difficult to justify that Duke University was uniquely placed to undertake this project. The Secretariat was requested to demonstrate more scrutiny in the review of proposals, in preparation of a decision from the Board.

As a result,

**Decision 16** Considering the proposal submitted by Duke University, the Board decided this arrangement is not consistent with the principle of competitive bidding. So although the proposal for a TF on private sector was agreed the board asked the secretariat for additional proposals from other interested parties, preferably from the institutions in South. Subsequently the secretariat will forward a revised proposal to board member electronically for the decision.

**Positive Practice Environments** (Doc. 16)

The Board noted the Secretariat review of this proposal made by Judith Oulton.


**Decision 17** Considering the proposal submitted by the five councils, federations and associations, the Board requested the Secretariat to issue relevant contract(s) for an amount of US$ 200 000 for the period 1 June 2008 - 31 December 2009.

**Introduction on Governance paper** (Doc.17)

The Critical success factors for the Alliance are the clarification of the Board and Secretariat relative functions. Both roles should be clearly defined in the forthcoming six months.

Francis Omaswa stated that the existing arrangement under the Memorandum of Understanding with WHO should be adhered to. If the Secretariat needed to call on the Board, it should. It should, however, not commit to do the Board’s work.
Mubashar Sheikh stated that, in his view, the forthcoming six months were going to be challenging. He requested the Board to give the Secretariat the mandate and to show its confidence - conditions for the Secretariat to deliver.

He invited Judith Oulton to continue her collaboration with the Secretariat on the Governance paper and project.

Julien Schwitzer felt that the Secretariat should let the board know how it could work better to help the Secretariat and the Secretariat could be more proactive in this respect and generate ideas and suggestions.

Decision 18  The Board requests the Secretariat to continue working on the draft paper in line with the critical aspects identified by the members. The revised draft will be shared with members for feedback.
Decision 19  A retreat of the board will be organized for the detailed review and finalization of the paper. The date and venue of the retreat will be decided in due course.

Report from the Nominating Committee (Doc. 18)

Louise Holt gave a summary of the Committee's paper.

Decision 19  The Board noted the report from the Nominating Committee, and agreed that the new Chair of this Committee should be in place for the 7th meeting of the Board (fall 2008).

Decision 20  With Sigrun Møgedal covering a 6-8 month interim, the Board confirmed that it was ready to recruit the new Board Chair outside of its present board members.
- The Board requested the Nominating Committee to prepare the profile and process for letting the Alliance network know that the Alliance was searching for its new Board Chair.
- The Board requested the Nominating Committee to develop the process for the review of candidatures, and election of the Board Chair. The Nominating Committee can co-opt other board members as required to support the above work.

Decision 21  the board also noted the composition of the membership and the availability of the vacant slots due to rotation of certain members between now and spring 2009. the nominating committee was requested to manage the process of filling these positions be ensuring an appropriate balance of representation from different regions and constituencies.

Decision 22  With Judith Oulton's leaving the Board, the Board noted that the professional associations would no longer be represented. It, therefore, requested the Nominating Committee to make a recommendation in this respect.
Decision 23  Board members were requested to indicate their interest in joining the Nominating Committee, and the Strategic and Policy Committee, or rotating out from either committee. To this effect, the Board requested the Nominating Committee to send a note to all board members.
The meeting was adjourned to enable board members to take part in a dinner organized to pay credit to the outgoing Executive Director.

Under such time constraints, the Board did not address the following agenda items. Sigrun Mogedal and the Executive Director will decide on how to address the date/venue of the next Board meeting, possibly through an e-mail consultation:

- **Information for Board members - the World Health Assembly (notes from Beth)**
- **Date and venue of the next Board meeting (the date was not decided and there was no further discussion of the venue since the invitation from de Campos to come to Brazil).**
From: Mogedal Sigrun [mailto:Sigrun.Mogedal@mfa.no]  
Sent: 13 May 2008 23:38  
To: Ayata, Millicent; Basile Kollo; Dayrit, Manuel; efriedman@phrusa.org; eric.buch@up.ac.za; equain@usaid.gov; Etienne, Carissa; Omaswa, Francis; francisco.campos@saude.gov.br; Joy Phumaphi; outhon@icn.ch; kathy.caillard@gatesfoundation.org; Li Feng; lcchen@fas.harvard.edu; louise_holt@aclidica.gc.ca; watymo@afid.fr; mwere@nacc.or.ke; suwitt@health.moph.go.th  
Cc: Adam, Fabienne; de Roodebeke, Eric; Okwo Bele, Michelle Cornely; Omaswa, Francis; Sheikh, Mubashar; Garden Bjarne; Wheeler, Erica  
Subject: Board meeting and the discussion of "Way forward"  

Dear colleagues,

You will by now have received the agenda for the Board meeting, the work of the PPC on the Way forward, and other parts of the documentation for our Board meeting coming Friday. You will note that there are also documentation still outstanding.

Because of the transition and a lot of post-Kampala activities and catching up in the secretariat, these documents are coming to you late. We apologise for that. Yet, I believe the issues we need to deal with are clear enough to make good progress in the meeting. Given the experience we have with making the best out of the times we meet as a Board, I am confident that we shall be able to catch the very important opportunities ahead of us for the cause of GHWA and HRH.

Mubashar is now in Geneva and have been working full time in the secretariat since May 5th, with the responsibility for the final preparation for the Board meeting. I am grateful to him for his readiness to move into operation together with the team quickly and effectively.

The way we have set out the agenda for the meeting is meant to give as much space as possible for the discussion of strategic direction. There will be elements in the governance paper prepared by Judith (will be sent tomorrow) which need to be looked at together with the discussion of strategic direction. I am keen to find ways to structure the strategic discussion so that we can provide a platform of shared direction for the work that the new ED will now engage in with his team, and for all of us as we participate in communicating GHWA.

We do have the work of the PPC, including the efforts made on a SWOT analysis based on where we are today. That provides a good basis for the discussion. But I also want to make sure that you will all come to the meeting with your inputs in terms of how you see GHWA responding to the outcome of Kampala. But we also have the earlier documents that set out the vision, the mission and the strategies for GHWA in the pre-Kampala period.

Although late, can I ask you to make some written inputs on the following questions as an input to our discussion:

I. In response to Kampala, what are the most important changes (should we do more of the same/less or does Kampala challenge us to do things different) you would want to see in the way GHWA goes about its engagement

- in countries
- in advocacy
- in knowledge development/management/brokering
- in relationships to key actors at global level
- in convening stakeholders
- in tracking and monitoring policies and action

II. Reviewing the SWOT analysis in the PPC paper, can you come prepared to indicate agreement/disagreement with the points in the analysis, in order to quickly be able to assess if we have a shared understanding and where we need to focus our discussion? I enclose that part below, so that it is easily accessible for you. If you are able to mail to me and copy Erica Wheeler before the meeting, that is helpful. At the latest when you arrive at the Board meeting.
Looking forward to meet all of you that will be at the meeting, and please can I ask those of you that can not come also to send in your inputs if at all possible. Sorry for making such a request for your time in preparing for the meeting, but we are at an important cross roads now and have to provice this support to the team in Geneva.

Sgrun

SWOT Analysis

1. **SWOT Analysis of the GHWA**
   Weaknesses and strengths are internal to GHWA while opportunities and threats are external.

1.1 Strengths:
1.1.1 Strong collective leaderships: There are very high level committed, dedicated, wise, charismatic, and strategic leaders on our Board and taskforces.
1.1.2 Linkages and networks: In addition to more than 100 members, we are recognized and linked to many related IGOs, GHPs, and regional networks. Attachment to WHO allows us to use all WHO infrastructure at regional and country level.
1.1.3 Resources support: We have sizable committed multiyear pledges from donors.

1.2. Weaknesses:
1.2.1 Inadequate staffing of the Secretariat. A need to re-examine governance structures and procedures, including the transition; bureaucracy within the hosting agency; too many urgent demands; natural attrition of staff following the Forum and transition of the leadership.
1.2.2 Inadequate and unclear regional and country linkages and support mechanisms
1.2.3 A limited number of donors and inadequate communication strategies and mechanisms hence the need for resource mobilization and communication strategies.

1.3. Opportunities:
1.3.1 HRH as an important component of Health Systems is very high in global health agenda in support to the priority diseases and MDGs.
1.3.2 The Kampala Declaration and Agenda for Global Action provide more opportunities for further actions and active roles of the GHWA
1.3.3 The near future high level forum recognize HRH as one of their agenda for discussion and commitment, for example the G8 summit, the IAS.

1.4 Threats and Challenges:
1.4.1 Rapidly changing international development behaviour require clear and rapid demonstration of successes which are contrary to the nature of HR development.
1.4.5 Perspective of partner and hosting agencies which may not feel the ownership and rather on the competitive basis.
1.4.6 Globalization including international trade continue to post threats to the HR develop