Empowering Frontline Health Workers to Provide High-Quality Health Services

GFF HRH Operational Plan: 2023–2025
GFF HRH Agenda

Align HRH issues within HSS investments, GFF mechanisms & country platforms

Harness the partnership’s multisectoral convening power, expertise & commitment to HRH

Strengthen HRH through more efficient, strategic systemwide approaches

Address root causes of HRH bottlenecks, donor dependence, fragmentation

Deliver a “triple return”: health outcomes, global health security & economic growth

More diverse, equitable, integrated, optimized responsive health & care workforce to deliver PHC & PPR

- Evidence-based, costed national HRH strategies
- Sustainable financing & scalable models
- HRH wellbeing & health equity

Prioritize HRH issues central to GFF’s mandate
GFF countries face health workforce challenges

- In nearly all GFF countries, HRH density does not meet global thresholds.
- Most rely heavily on nurses, midwives & CHWs.
- HRH challenges are greater in fragile & conflict-affected countries.

Source: WHO, NHWA. Latest data available.
HRH Portfolio Analysis

Current GFF TF/IDA co-financed investments in HRH are heavily stop-gap & substitutional. The GFF has not yet adequately brokered its value-add to address systemic, multisectoral, longer-term HRH challenges.

- **HRH Development & Training**: Pre-service training for community-based services; in-service upskilling (including for new COVID-19 protocols). Systems-level support for HRH education in only 5 countries.

- **HRH Optimization**: Substituting or supported public sector functions for supervision, mentoring, coaching, and performance support to improve HRH motivation and the quality of care.

- **HRH Financing**: Direct, short-term contribution to health and care worker salaries, including CHWs; programmatic costs/project staff; PBF incentives.

- **Current GFF/IDA technical investments in HRH are limited.**

Analysis is based on review of 20 GFF countries’ project appraisal documents (n=27) and restructuring papers (n=13): Afghanistan, Bangladesh, Burkina Faso, Central African Republic, Democratic Republic of Congo, Guinea, Haiti, Kenya, Liberia, Malawi, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Uganda, and Zambia.
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**Goal:** Improved strategic investments for **HRH availability, quality, and sustainability** in GFF countries to achieve RMNCAH-N outcomes

**Objectives:**

1) Improve the GFF partnership’s **alignment and coordination of HRH investments** with country leadership and ownership by leveraging partner strengths, contextualizing global guidance and tools, and addressing HRH priorities and gaps within HSS and UHC

2) Increase the GFF Secretariat’s **strategic support for understanding HRH fiscal space and financing gaps**

3) Increase the GFF Secretariat’s **multisectoral support to HRH** policy implementation, governance strengthening and strategic support to reforms

**ACTION REQUESTED:**
Endorse the HRH TWG recommendations, described in the operational plan
GFF HRH Operational Plan: 2023–2025
Strategic Actions – Global Level (Secretariat)

1.1. Guide the GFF’s global HRH engagement and support country-level actions (for TF/IDA & TAA)

1.2. Facilitate regular IG sessions to monitor & discuss global alignment in HRH policy implementation

1.3. Develop HRH advocacy brief on financing, policy & service delivery (with PMNCH, WHO & professional bodies)

1.4. Engage at global fora & contribute to global HRH goals (primary focus on HRH cadres for RMNCAH-N outcomes)

1.5. Develop & pilot a customizable checklist, tools & guidance to integrate HRH into ICs

1.6. Develop & pilot HRH financing assessment for GFF-supported PERs (with WB team support)

1.7. Support in-country platforms to better align partner/government HRH investments

1.8. Develop recommendations & checklist for integrating person-centered, gender-sensitive, youth-friendly approach to HRH development & strengthening

1.9. Integrate & monitor key HRH indicators within the overall GFF M&E framework
   - Annual report: IC implementation progress
   - IG: Regular updates on portfolio
GFF HRH Operational Plan: 2023–2025
Strategic Actions – Country Level

2.1 Integrate HRH into new & revised ICs (primary mechanism for GFF partner alignment)
2.2 Leverage IDA & WB convening power for multisectoral implementation of HRH agenda
2.3 Conduct GFF partner mapping
2.4 Deliver technical assistance & support improved analytics to facilitate evidence-based decision making for HRH
2.5 Adapt the RMET and DRUM process for HRH for country-level implementation.
2.6 Use tools & operationalize global HRH guidance, especially in decentralized health systems
2.7 Engage in relevant country platforms & coordinate with other GFF partners to leverage their comparative advantage
2.8 Share standardized, disaggregated HRH data within the national HRIS and NHWA processes
2.9 Support development & implementation of country-led, harmonized, costed HRH strategies that leverage the GFF’s areas of comparative advantage for HRH.
Acknowledgements

This operations plan was developed by the GFF Secretariat with support from a team of consultants (Chemonics International). The GFF would like to thank the GFF Investor Group (IG) and its HRH Technical Working Group partners for their contributions and feedback on the draft version to be presented at the 15th IG Meeting, November 2022. Contributors include:

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- Caroline Quijada - Abt Associates - private sector constituency
- Pamela Rao - Gates Foundation
- Dr. Parfait Uwaliraye - Government of Rwanda Ministry of Health
- Noortje Verhart - Government of the Kingdom of the Netherlands
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