

Human Resources for Health Technical Framework

Background

The Human Resources for Health Technical Framework was developed at a consultative meeting sponsored by WHO and USAID on December 14 – 15, 2006, in Washington, DC. Participants at the consultation included HR Directors of Ministries of Health in Sub-Saharan Africa; leaders of African HR organizations; senior managers from the Human Resources for Health Department, WHO, the Office of HIV/AIDS, USAID, representatives of CIDA, NORAD, the World Bank, PAHO, the Global Workforce Alliance, and representatives of technical organizations with a strong focus on HRH.

Purpose

The purpose of the meeting was to achieve agreement on a simple, but comprehensive HRH technical framework that will enable countries to move forward with developing a concrete national HRH strategy that can be supported by donors and implement in a planned and systematic manner.

HRH Technical Framework

The overarching goal of the HRH framework is “to achieve a sustainable Health Workforce”. The Framework, (Figure 1) presents the 6 components of a comprehensive HWD strategy and the process to achieve it. The six components are distinguished in the structured overview (fig. 1): HRH Management Systems, Policy, Finance, Leadership, Education, and Partnerships. The action fields overlap reflecting the reality that they are inherently linked.

- The Framework also acknowledges that, while all of the 6 components are essential to a comprehensive HRH strategy, the particular emphasis on each of these components will vary depending on the particular country context.
- Successful implementation of a comprehensive HRH strategy will lead to 4 health system outcomes: equity; effectiveness; efficiency; and quality.
- The extent to which these HRH objectives are met will also require the functionality of all other health system components, i.e., drugs, supplies... (*N.B. The page number indicates where in the WHR 2006 these components are presented.*)
- The framework can be used by policy makers, health managers and technical cooperation organizations across sectors to raise awareness and to advocate at the political level for a comprehensive, integrated approach to addressing the HR crisis.
- The various elements under each of the 6 components provide guidance to identifying the strengths and weaknesses of each and developing a strategy and operational plan to minimize the obstacles. as illustrated by the example in fig. 3 .
- “HRH Management Systems” is placed in superposition because of its overriding importance in the integration of all actions.
- Country specific circumstances outside the health sector (conflict, famine, etc) have substantial impact on the likelihood that the health systems objectives and thus health outcomes can be achieved.

Figure 1 HRH Technical Framework

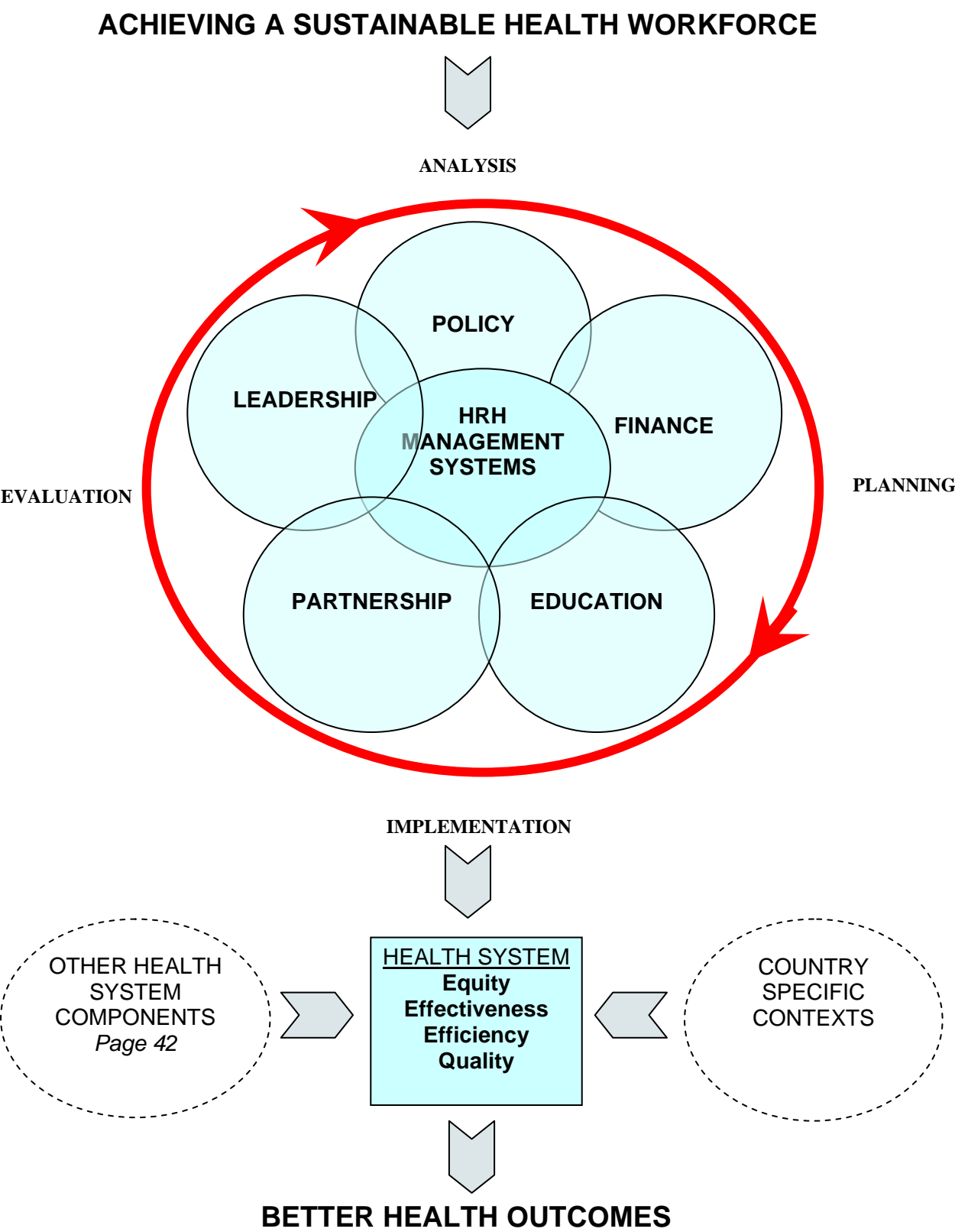


Figure 2, Guiding Principles

The “Guiding Principles” (fig. 2) have been listed to add to the effectiveness of developing and implementing HWD strategies and policies on the basis of the approach summarized by the overview presented in fig. 1.

- There are two sets of “Guiding Principles”. The first set specifies the directions into which the participatory nature of HWD should be developed. The second set sums up what should be done to enhance impact.
- A more elaborate description of these guiding principles can be found underneath each of them on CD1 (inside back cover), or is presently developed.

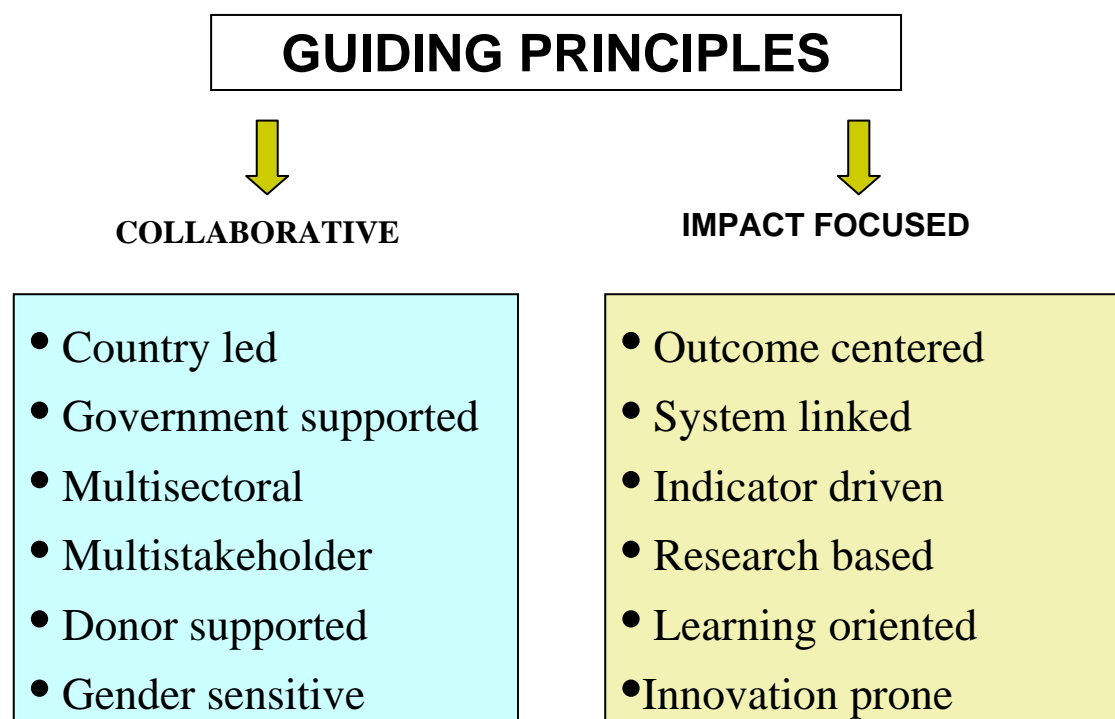


Figure 3: Illustrative Example This is an illustrative example of the elements underlying one of the 6 components of the HRH Technical Framework. Additional content, plus the elements of the other components, along with tools and resources, can be found in the CD inside the back cover.

