

Three Year Work Plan

2011-2013

(Revised version as of 17 Jan 2011 by the AAAH secretariat team)

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Background of AAAH Establishment

Human resources for health includes all people engaged in actions whose primary intent is to enhance health¹. Although human resources typically represent the largest portion of national health budgets, investment in planning, training, and retention have been neglected in most countries for decades. The consequences of underinvestment in HRH were highlighted by the Rockefeller Foundation supported Joint Learning Initiative (JLI) in its Strategy Report on Human Resources for Health.² The report describes critical HRH problems including global shortages, skill imbalances, maldistribution, poor work environments, weak knowledge, and increasing demand for skilled health professionals. The 2006 World Health Report (WHR), “Working Together for Health,” also describes the crippling effect of underinvestment in HRH. The WHR notes that collaboration between government sectors and among countries, development partners, and NGOs, is essential to successful HRH development.

The global shortage of human resources for health (HRH) limits access to effective health services for many, particularly the poor and the most vulnerable, and hinders progress towards health and development goals. Nations fall short of their domestic health targets when their HRH are insufficiently trained, financed, motivated, managed, and protected, or when they leave the health sector to work elsewhere. The HRH crisis directly affects the ability of global mechanisms to tackle major health issues and to accomplish their mandates, such as the work of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GF) and the Global Alliance for Vaccine and Immunization (GAVI). Progress towards global targets, such as the Millennium Development Goals (MDGs), depends on the effectiveness of HRH and the strength of the health system.

Furthermore, globalization, demographic and socio-economic transitions, emerging epidemics, and rapid technological development exacerbate the challenge of equitable and effective health services provision that should be universally accessible. A global market in health services fuels the migration of health workers from rural to urban areas, from the public to the private sector, and from resource poor to richer nations. To respond effectively, national and regional responses must align with, and be supported by, a global response.

¹ World Health Organization, Geneva

² Joint Learning Initiative (JLI) Human Resources for Health: Overcoming the Crisis. Harvard University Press, MA USA 2004

The JLI reports and the WHR both support global and regional networking in strengthening the HRH. These recommendations have resulted in the creation of the Asia Pacific Action Alliance on Human Resources for Health (AAAH) in 2005 and the Global Health Workforce Alliance (GHWA) in 2006.

The establishment of GHWA has led to the first Global HRH Forum in Kampala, Uganda, in February 2008 which resulted in the '*Kampala Declaration and Agenda for Global Action*'³. Subsequently, many activities are conducted, including the Second Global Forum on HRH co-hosted with Prince Mahidol Award Conference 2011 in Bangkok. The establishment of AAAH has led to many activities among the AAAH country members as well as its partners as can be seen in the AAAH Program Review 2006-June 2010 (Annex 1).

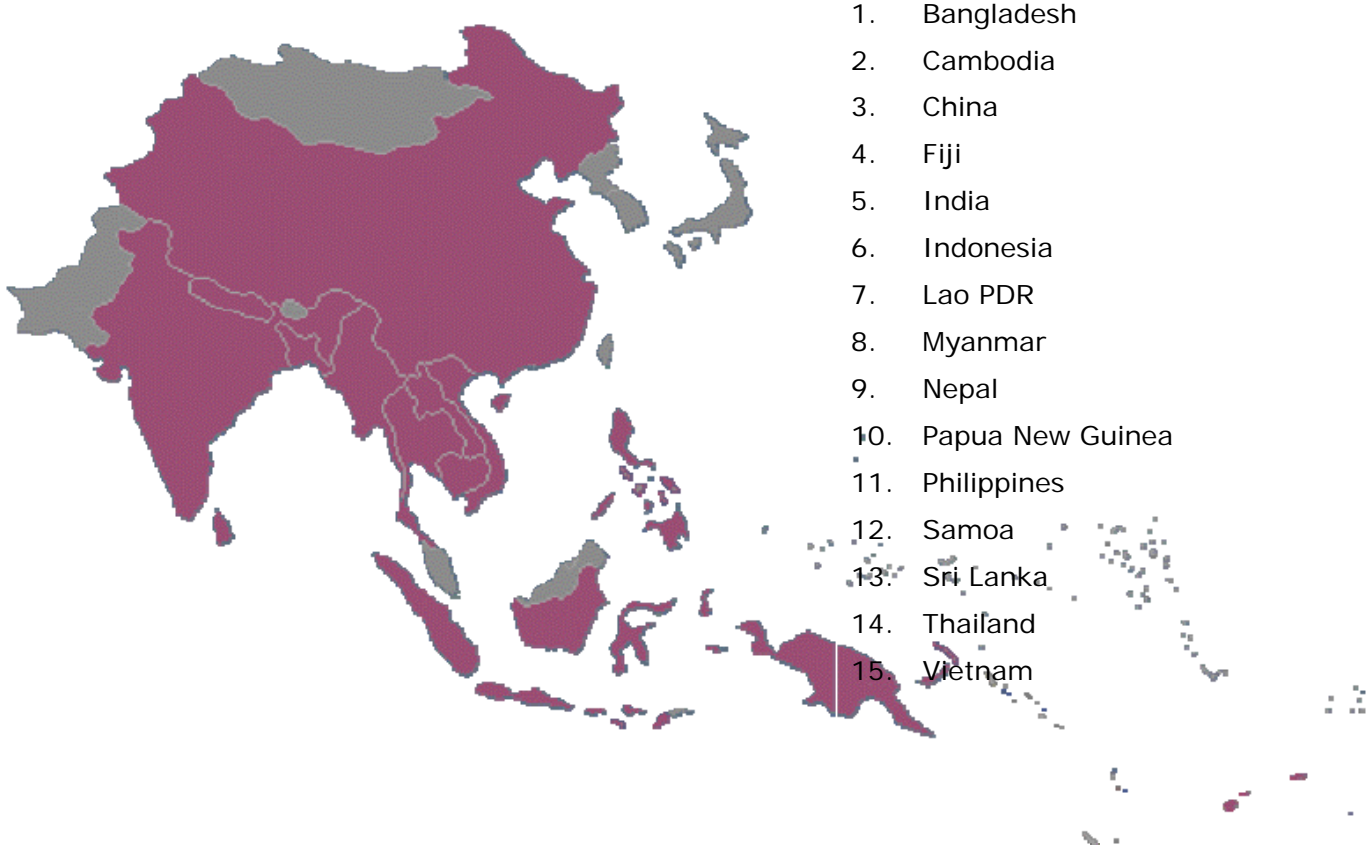
AAAH Structure

The Asia Pacific Action Alliance on Human Resources for Health (AAAH) is a regional partnership mechanism established in response to international recognition of the need for global and regional action *to* strengthen country capacity for HRH planning and management. The AAAH is part of a larger movement to enhance HRH development as articulated in documents like the Kampala Declaration and the Agenda for Global Action. AAAH is initially supported by the Rockefeller Foundation and WHO and its partner countries. It works closely and is also supported by WPRO, SEARO, Rockefeller Foundation, World Bank, GHWA and other partners e.g. China Medical Board, Prince Mahidol Award Conference.

It was established in 2005, with 10 founding members. The AAAH membership was further expanded at its first AAAH Conference in Ayutthaya, Thailand in October 2006, to include fifteen countries: Bangladesh, Cambodia, China, Fiji, India, Indonesia, Lao PDR, Myanmar, Nepal, Papua New Guinea, Philippines, Samoa, Sri Lanka, Thailand and Vietnam (Figure 1). It strives to gradually expand to cover other countries in Asia and Pacific in the future.

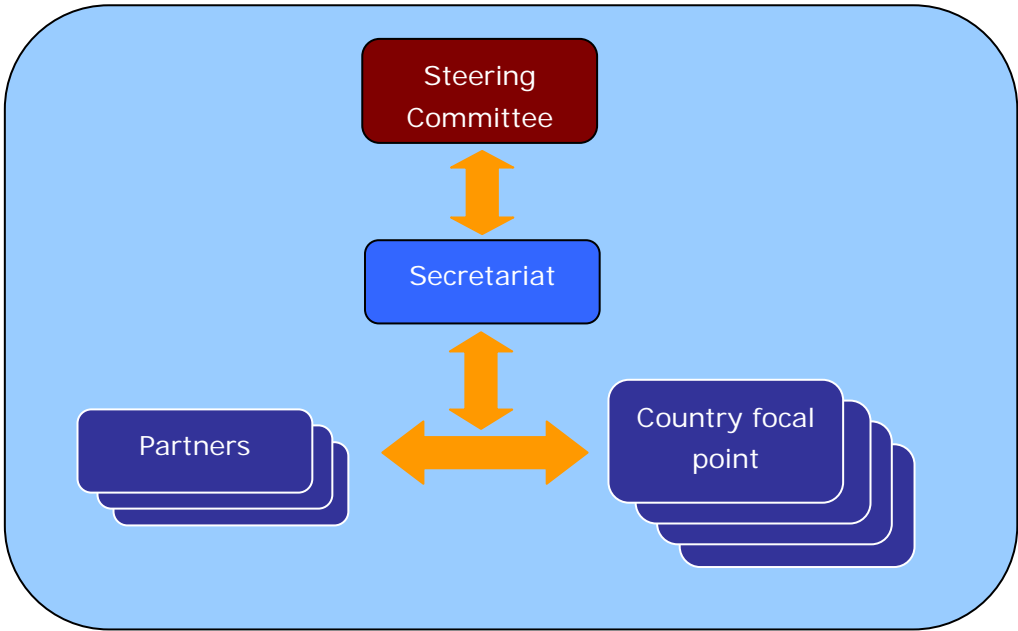
³ See more details of Kampala Declaration and Agenda for Global Action at www.ghwa.org

Figure 1 AAAH Member Countries



AAAH is governed by its Steering Committee which consists of eight rotating member countries, four each from the two regions of WHO, the two WHO regional offices, the World Bank and the Rockefeller Foundation. It has a small secretariat office hosted by the International Health Policy Program (IHPP) of the Thai Ministry of Public Health to coordinate and facilitate the works of AAAH (figure 2).

Figure 2 AAAH Governance Structure



AAAH coordinates partners for their joint effort at advocating for the HRH, and provides technical support, and augments country-level HRH development through regional collaboration. It aims at ensuring sustained commitments to addressing HRH needs through research, funding, and policy development.

As noted in the Agenda for Global Action, neither individual countries nor international agencies can face the global health workforce crisis alone. To take full advantage of the next century's potential, the members of the AAAH will work together to expand HRH in the Asia-Pacific Region. AAAH seeks to be an efficiently-run organization that is responsive to the needs of each member of its alliance and maintains focus on its mission. AAAH envisions progress toward improved health equity and quality throughout the Asia-Pacific region, due in part to strengthened HRH planning and management capacity.

AAAH Vision

“Countries have strong HRH research, planning and management capacity to support the development of equitable and effective health systems in the Asia-Pacific region.”

AAAH Mission

1. To advocate for the HRH in the region, among the partners' countries.
2. To generate and collate necessary evidence for effective human resource planning and management;
3. To support comprehensive capacity building on HRH research, planning and management under a broader framework of overall health systems strengthening

Comparative advantages of AAAH

- AAAH has an adaptive and flexible view of health workforce planning and management.
- AAAH engages relevant stakeholders and partners in its strategy development and implementation of its activities, allowing it to respond to their most urgent needs.
- AAAH's scope of work involves activities at both the macro and micro levels, which reinforce one another.
- The AAAH spans two WHO regions – the Western Pacific region and the South-East Asia region – which encourage exchange and networking across regions.

The Work Plan 2011-2013

The work plan of AAAH 2011-2013 is based on the five year work plan 2009-2013 proved by its Steering Committees and the summary of the way forward from the participants of the 5th AAAH Annual Conference during 4-6 October 2010 in Bali, Indonesia (annex 2). This Work plan will be flexibly implemented with the support of development partners.

Priority Areas

Refer to the Work Plan 2009-2013, AAAH members have prioritized the following key deliverables to support HRH development. The Work Plan in 2011-2013 would modify the priority areas into four main areas.

Area 1 HRH planning

Area 2 Knowledge generation, management and sharing

Area 3 Capacity building

Area 4 AAAH structure

Objectives of the Work Plan 2011-2013

Objectives are set according to the priority areas above taken into account the reality of the resources available and feasibility of activities.

- (A) To promote and support development and refinement of country level HRH strategic plans and policies as part of a strong health system
- (B) To advocate and support of implementation of HRH planning at regional and country levels
- (C) To coordinate HRH knowledge generation, management, and sharing at country and regional levels
- (D) To support HRH information system strengthening at the country level
- (E) To coordinate and assist countries on capacity building for HRH research, planning and management
- (F) To maintain and improve a flexible and participatory coordinating structure of the AAAH

Priority area, objectives and activities are summarized in table below.

Priority areas	Objectives	Activities	Targets
Area 1: HRH planning	(A) To promote and support development and refinement of country level HRH strategic plans and policies as part of a strong health system (B) To advocate and support of implementation of HRH planning at regional and country levels	<ul style="list-style-type: none"> To convene a meeting / training on HRH planning To support country management based on globally accepted frameworks and tools, including the GHWA Country Collaboration Framework (CCF) and Resources Requirement Tool (RRT) To support countries activities related to HRH planning Representation of AAAH at international conferences 	<ul style="list-style-type: none"> Mapping of country with HRH plan Publication of country HRH plans on AAAH Website AAAH is recognized as a significant regional partnership mechanism to support the development of HRH planning.
Area 2: Knowledge generation, management and sharing	(C) To coordinate HRH knowledge generation, management, and sharing at country and regional levels (D) To support HRH information system strengthening at the country level	<ul style="list-style-type: none"> To facilitate and encourage AAAH country focal points to work as an information clearinghouse for his/her own country To review the regional HRH situation To regular update the regional HRH situation (initially aiming at every two years) 	<ul style="list-style-type: none"> Aiming for the publication of HRH situation in the region which could be benefit for regional HRH monitoring AAAH Annual Conference Country interventions on medical education, professional development, retention etc.
Area 3: Capacity building	(E) To coordinate and assist countries on capacity building for HRH research, planning and management	<ul style="list-style-type: none"> To provide technical support on capacity building to the AAAH focal points and their partners in the country using various means e.g. attending workshop/conference/training To identify and expand regional HRH expertise in order to build up capacity of the countries 	<ul style="list-style-type: none"> Each country has a network of institutions/individual with the capacity on HRH research, planning and management Listing country HRH research projects published on AAAH Website
Area 4:	(F) To maintain and improve a flexible and participatory coordinating structure of the AAAH	<ul style="list-style-type: none"> To regular update the activities of the AAAH to the country focal points with various methods e.g. email 	<ul style="list-style-type: none"> Further development of the working system for the AAAH network

		communication, website, newsletter etc. <ul style="list-style-type: none"> • To mobilize resources to facilitate the work of AAAH 	
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Note: All activities are responsible by AAAH SC, Secretariat and the country members.

Detail plan of related key activities between 2011 and 2013

1. *Advocacy and support for strengthening of country HRH planning and management*

1.1. Recognition among global and regional HRH stakeholders of the existence and the functions of the AAAH

Related activities:

- A) Improve relationship with global HRH partners and other relevant regional partners
- B) Approach and disseminate AAAH information/ brochure to all partners
- C) Participate in regional health workforce and health systems meetings
- D) Create channel for AAAH participation by partners & non-members
- E) Conduct one regional HRH consortium meeting with regional stakeholders
- F) Develop and regularly update AAAH Website
- G) Publish AAAH brochure for distribution at various global and regional venues

1.2. Placement of HRH issues on national health agenda

Related activities:

- A) Support focal points and other members in putting HRH on the national agenda
- B) Support implementation of the Guidelines for HRH Planning in member countries

1.3. Awareness among members of ongoing HRH activities and existing supports from the AAAH and other partners

Related activities:

- A) Develop and regularly update the AAAH Website
- B) Support country focal points in publishing their country weblogs

1.4. Development of comprehensive HRH strategic plan in member countries

Related activities:

- A) Develop guideline for HRH planning and management adapt from existing ones.
- B) Convene training workshop on HRH planning and management.
- C) Support countries activities.

- D) Production and dissemination of AAAH communication mechanism including website, blogs, newsletter, slides, brochures, and technical publications.

2. Knowledge Generation Management and sharing

- 2.1. Availability of up-to-date information about health workforce system in the region and in each member country

Related activities:

- A) Publish and regularly update country HRH information on AAAH website
- B) Conduct annual Asia-Pacific HRH situation analysis on health workforce stock, distribution, and production capacity with regular update every two years
- C) Compile a regional database of national health workforce strategies
- D) Compilation of referencing documents

- 2.2. Functioning health information system that includes essential health workforce information

Related activities:

- A) Support in-country HRH information system in the context of Health Information System development
- B) Support member countries in HIS development and integration of core HRH indicators in the HIS

- 2.3. Summary of key findings and recommendations from countries' experience on important HRH issues

Related activities:

- A) Organize annual conference on specific issues to share country, regional, global experiences (country papers based on clear TORs)
- B) Analyze and synthesize into key findings and recommendations.

3. Technical Support and Capacity Building

- 3.1. Strengthening adequate and sustainable capacity on HRH management

Related activities

- A) HRH capacity building training workshop
- B) Supporting knowledge generation through 2.1, 2.2 and 2.3

- 3.2. Strong health workforce planning and management capacity at country level (related to number 1 HRH planning)

Related activities:

- A) Conduct a workshop on HRH Planning and Management
- B) Conduct a training workshop on necessary skills and techniques on HRH Planning for Trainers

- C) Provide technical coordination and support as request
- D) Conduct other Workshops/Trainings on HRH as needed

3.3. Technical support for national health workforce strategy development and active network of health workforce practitioners in each member country

Related activities:

- A) Support country focal point in HRH advocacy and networking efforts within the country and with other partners at regional and global levels

4. Governance & Administration

- a. A functioning AAAH Steering Committee with clear rules and responsibilities and active interaction with the AAAH secretariat

Related activities:

- A) Convene at least one annual Steering Committee face-to-face meeting per year
- B) Conduct a teleconference among the Steering Committee members on a quarterly basis

- b. An enthusiastic group of country focal points who actively engage in networking with stakeholders in the country

Related activities:

- A) Reexamine the roles and nomination of country focal points
- B) Improve communication mechanisms for focal points and secretariat
- C) Identify and develop necessary supporting system for focal points' functions
- D) Leverage for funding for baseline focal point activities

- c. Adequate financing for AAAH activities as identified in the Workplan

Related activities:

- A) Identify potential financing partners
- B) Meet with key partners for advocacy for AAAH support
- C) Develop strategies for sustainable AAAH financing

Asia Pacific Action Alliance for Human Resources for Health (AAAH)
<http://www.aaahrh.org>