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# ***Checklist: Getting off to a quick start in human resources development***

Identifying effective approaches for the development of human resources is complex and time-consuming. It presents many challenges, particularly in an environment where there have been large population movements, security is poor, there has been degradation of training systems, and there is ad hoc input to human resources development by a large number of agencies both inside and outside the country. In the initial stages, it is important to identify the key questions to be addressed in order to ensure the building of a strong foundation for human resources development.

This checklist sets out those questions, and suggests ways of finding the necessary information.

## **Assessment of current situation**

### **Identification of how human resources development is approached within the de facto health authority**

- How well are the essential elements of human resources development understood and addressed?
- Is there a human resources development department? Where is it placed? What is its level of importance? What is its capacity?
- What other sectors and institutions are involved, e.g. education, public service commissions, institutes? What is the working relationship between the sectors, institutions and the de facto health authority?

### **Identification of the main players in human resources development**

- Who are the main external agencies involved in human resources development (e.g. multilateral or bilateral agencies, international or nongovernmental organizations)?
- What components of human resources development do they address?
- How is input coordinated and output accredited?

### **Clarification of existing knowledge of the human resources development implications of changes in approaches to health sector development**

- What is the existing understanding of the evolution of new approaches to health services delivery that are being proposed by external donors?
- What are the implications of these approaches for human resources planning, production, management and financing?

### **Identification of existing knowledge on the health workforce in relation to the different categories of health workers, their training, certification, numbers, location, age and sex**

- What are the potential sources of health workers? How can they be accredited in relation to the health worker categories identified by the de facto health authority?
- What are the existing sources of data on health workers? How reliable is the information?
- What are the opportunities for human resources development data collection or health worker registration to be linked to or incorporated into overall data collection on the health services?
- How can this process be linked to identification of over-supply or under-supply of particular categories of health workers?
- How can the data be used to achieve change in health worker production?
- Is a health worker certification process required in-country? Is such a certification process required out of the country (e.g. in refugee camps)?

### **Review of human resources development policy and planning capacity**

- Are there existing human resources development policies and plans that are appropriate for the future role of human resources development within the reformed approaches to health sector development?
- What is the existing capacity for developing human resources policies and plans? What support is required?

### **Review of health professional education systems**

- What is the status of informal health professional training systems and training institutions?
- What is the existing situation of teaching capacity in the training institutions?
- Have any systems for ensuring health professional equivalencies been developed or do they exist?
- Who are the main players in health personnel education and what is the extent of their input?

### **Potential sources of funding for human resources**

- Who are the main actors in human resources?
- What is the level of their support?
- What interest is there in funding strategic human resources plans?

### **How to begin to obtain this information**

- Meet with relevant de facto health authority human resources focal points (this will probably be a training office or department) and the external relations/international relations office. They may hold some information on the input of donor and nongovernmental organization projects.
- Meet with United Nations specialist agencies, such as WHO, UNICEF, UNFPA and UNHCR. They may have information on the agencies working in-country and their focus.
- Nongovernmental organizations frequently have a specific forum or representative agency that holds information in databases on all nongovernmental organizations and their activities both in-country and also in refugee camps in neighbouring countries. In the absence of such a forum, contact the nongovernmental organizations that have been working the longest both in-country and cross-border.
- Members of former governments-in-exile may be able to provide information on human resources activities, including levels and certification of health workers trained outside the country.
- Organize a meeting with all relevant representatives of agencies involved in human resources activities. It is essential that this meeting is organized in collaboration with relevant senior members of the de facto health authority.

## *Questionnaire: Assessing and expanding the guidance*

### *How useful was the guidance?*

How do you rate the guidance in terms of:

usefulness	very useful	[ ]
	useful	[ ]
	a little useful	[ ]
	not useful	[ ]
interest	very interesting	[ ]
	interesting	[ ]
	a little interesting	[ ]
	not interesting	[ ]

Which section did you find the most interesting, and why?

Which section did you find the least interesting, and why?

Have you been able to use any of the examples and tools? If so, which?

Which sections do you consider need expanding?

Do you have any evidence or experience from other countries that could be included in an expanded version of the guidance?

Yes [ ] No [ ]

If yes, please fill in the next section of this questionnaire.

**Further examples or lessons learnt to add to those presented in the guidance**

Your name:

Your background in human resources (e.g. nongovernmental organization, international, multilateral or bilateral organization, consultant, etc.)

Post-conflict countries in which you have worked:

Which country or countries are your examples/ lessons learnt taken from?

Which particular aspects of human resources development are addressed in your examples/lessons learnt?

Human resources policy [ ]

Human resources planning [ ]

Human resources production [ ]

Human resources management [ ]

Human resources financing [ ]

Detailed description of example/lessons learnt (Please provide specific information such as dates and places, and cover both positive and negative aspects):

Please send the completed questionnaire to: Health Action in Crises (Fax: +41 22 791 4844; Email: [crises@who.int](mailto:crises@who.int)) or Human Resources for Health (Fax: +41 22 791 4747; Email: [hrh@who.int](mailto:hrh@who.int)), World Health Organization, 1211 Geneva 27, Switzerland.