



Partnerships for Global Health

A vision of co-development in the era of the
Sustainable Development Goals

THET Strategic Plan 2016 - 2021



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Cover photo: Timur Bekir/THET
Photo (this page): Anne Jennings

INTRODUCTION

Welcome to THET's 2016 – 2021 Strategic Plan.

This is the document we will refer to as we contribute to the achievement of the Sustainable Development Goals (SDGs). Devised over six months, in consultation with Trustees, staff and partners in the UK and overseas, the strategy describes our special relationship with colleagues in the UK National Health Service (NHS) and beyond, and our model of health partnerships.

Above all, it shares our passion for the contribution health workers are making at home in the UK and in some of the poorest countries of the world.

A young Black woman, likely a nurse or healthcare worker, is the central focus of the image. She is wearing a white short-sleeved uniform with a blue logo on the left chest that includes the letters 'DCH'. A light blue stethoscope is draped around her neck. She has a warm, friendly smile and is looking slightly to the right of the camera. Her hair is pulled back. The background is a brightly lit hospital ward with blue-painted lower walls and white upper walls. There are windows with blue frames and some medical equipment visible in the background, though they are out of focus. A teal-colored text box is overlaid on the left side of the image.

‘THET has been a highly valued partner to the APPG on Global Health over many years, regularly contributing to our thinking and being referenced in many of our reports. It has a pivotal role to play going forwards, as it combines its grant-making role with its presence on the ground overseas, putting the health partnership approach at the centre of the UK’s contribution to the Sustainable Development Goals.’

Lord Nigel Crisp, Co-Chair, APPG on Global Health,
UK Parliament

VISION

A world where everyone has access to healthcare.

MISSION

Working in partnership to support health workers across the world.

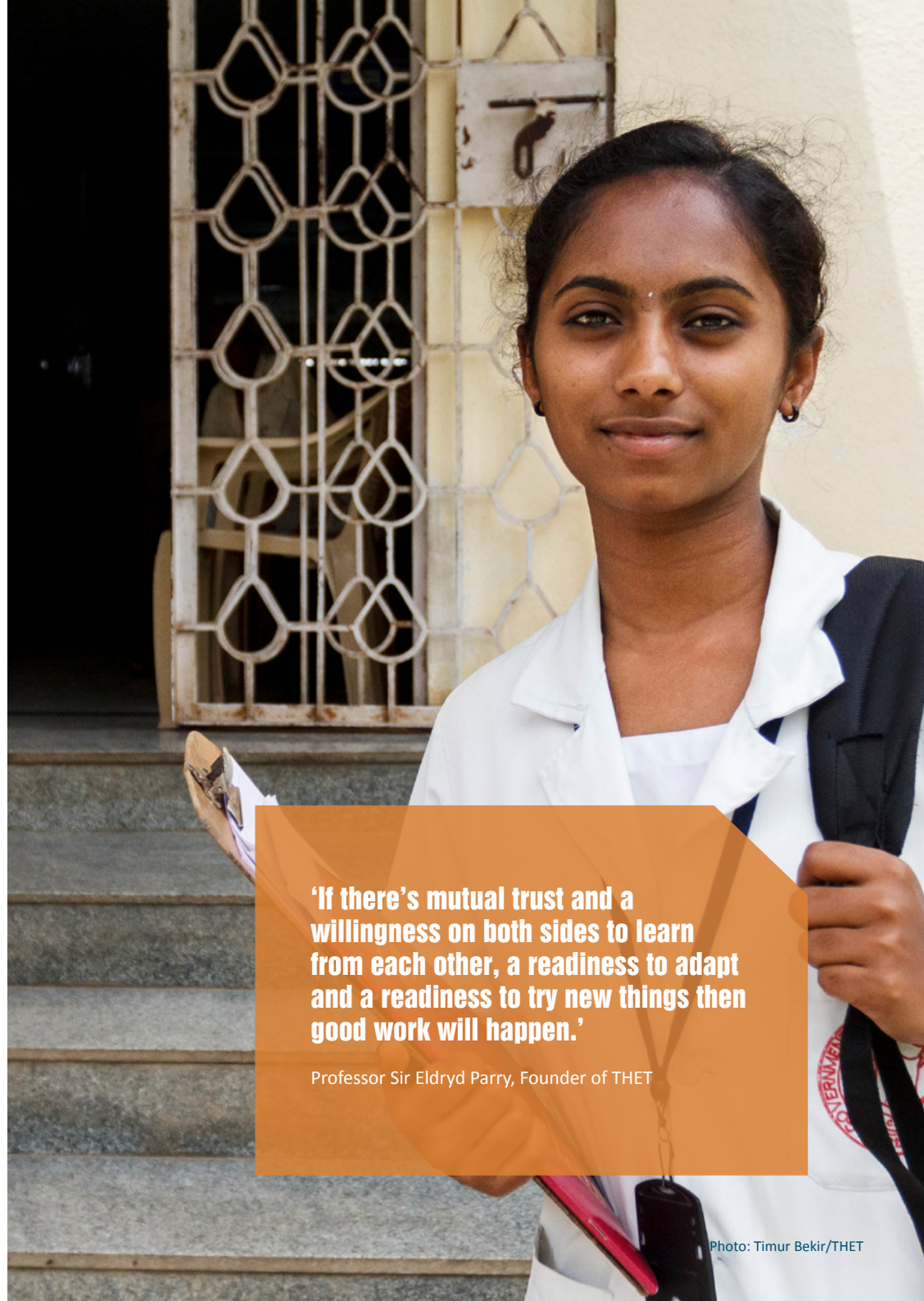
THE RIGHT TO HEALTH

THET has been supporting health workers overseas since 1989, improving patient care through targeted training programmes. We work with diverse partners to build a world where everybody has access to affordable and quality healthcare. In the past six years alone, THET has reached over 50,000 health workers across thirty-four countries in Africa, the Middle East and Asia.

We are proud of our success, but we know we must and can do more. Today, one-in-seven people around the world will never see a qualified health worker in their lives. The World Health Organization (WHO) estimates the world will need to recruit and

train an additional thirteen million health workers in the decades to come.¹ Without such a workforce no country will be able to meet their citizens' right to health. We also know that healthcare is not delivered in isolation and that we must look to the wider social and environmental determinants of health.

¹ http://www.who.int/hrh/documents/strategy_brochure9-20-14.pdf



'If there's mutual trust and a willingness on both sides to learn from each other, a readiness to adapt and a readiness to try new things then good work will happen.'

Professor Sir Eldryd Parry, Founder of THET

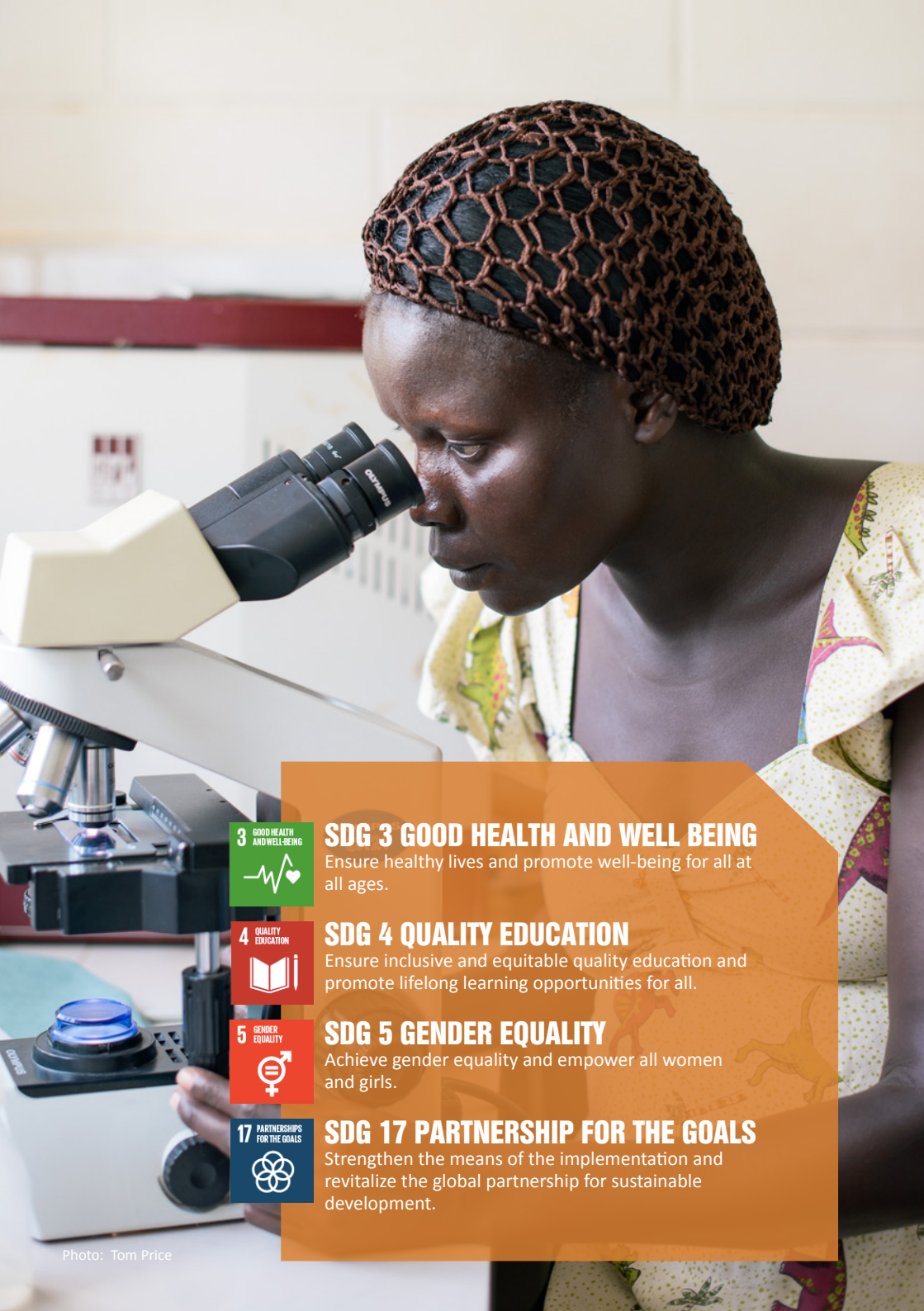


Photo: Tom Price



SDG 3 GOOD HEALTH AND WELL BEING

Ensure healthy lives and promote well-being for all at all ages.



SDG 4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



SDG 5 GENDER EQUALITY

Achieve gender equality and empower all women and girls.



SDG 17 PARTNERSHIP FOR THE GOALS

Strengthen the means of the implementation and revitalize the global partnership for sustainable development.

A NEW ERA OF COOPERATION

The Sustainable Development Goals herald a new era of cooperation that puts the aim of achieving Universal Health Coverage (UHC) centre stage. The vision is of a shared, sustainably developed world in which no one is left behind.² Many of the SDGs relate to health but it is Goal 3, with the stated ambition to ensure healthy lives and promote well-being for all at all ages, which sets out a vision of a world where UHC becomes a reality.

We continue to see our society's economic and social development challenged through infectious disease. Now, more than ever, the health of one nation impacts directly on the health of another. In addition, we are seeing a dramatic growth in non-communicable diseases such as heart disease, diabetes and cancer in low- and middle-income countries.³


THET is committed to being part of the response to these challenges by looking at our work in the context of the broader analysis articulated in the SDGs, mindful of the wider determinants of health, and the impact of gender inequality and of climate change. We ensure all our work is grounded in an understanding of the countries where we work.

Furthermore, we believe we are entering an era in which traditional approaches to overseas aid are giving way to new forms of development, involving new sources of finance and new partnerships. In this context, our model of health partnerships is increasingly relevant. The health partnership approach enables countries to work more collaboratively and at scale, because it is grounded in the concept of mutual benefit, of co-development and co-learning. In this new era, traditional overseas development aid will be just one form of finance that will help achieve this.⁴

² UN (2015) Transforming our world: the 2030 Agenda for Sustainable Development.

³ WHO (2014) Global Status report on noncommunicable diseases 2014.

⁴ UK Parliament (2015) Beyond Aid: The Future UK Approach to Development.



'The era of the Sustainable Development Goals ushers in a new way of thinking about improving health systems, an era in which individuals, organisations and even nations work together through partnerships to achieve greater access to quality healthcare. THET's work in this area is pioneering and WHO has looked to build upon and emulate this approach.'

Dr. Edward Kelley, Director, Service Delivery and Safety,
World Health Organization

OUR RELATIONSHIP WITH THE NHS

At the centre of our work over the past three decades has been the National Health Service (NHS). In the past four years alone, over 100 NHS institutions and 2,000 NHS staff have provided more than 54,000 days of their time to work with colleagues overseas.

This work brings benefit to health systems in low and middle income countries but is also having a beneficial impact on the NHS, as NHS staff return home with increased knowledge, improved leadership skills and a greater understanding of how to innovate in delivering healthcare with limited resources.

100 NHS
INSTITUTIONS



2,000
NHS STAFF



54,000
DAYS OF THEIR TIME



OUR MODEL

Health Partnerships are a model for improving health and health services based on ideas of co-development between actors and institutions from different countries. The partnerships are long-term but not permanent and are based on ideas of reciprocal learning and mutual benefits.



'The number of health workers - nurses, midwives, doctors, community health workers - has increased through the support and building the capacity of medical faculties and health training institutions by THET. This in turn has improved the quality and the accessibility of healthcare services especially mother and child throughout the country.'

Dr. Osman Hussein Warsame, former DG, Ministry of Health, Somaliland

OUR PRINCIPLES OF PARTNERSHIP

In 2015 THET developed these Principles of Partnership, which guide our own work and which we offer as a guide to others working in the health partnership community. Each principle is supported by case studies which can be found on our website.



STRATEGIC

Health partnerships have a **shared vision**, have long-term aims and measurable plans for achieving them and work within a jointly-agreed framework of priorities and direction.



HARMONISED AND ALIGNED

Health partnerships' work is consistent with **local and national plans** and complements the activities of other development partners.



EFFECTIVE AND SUSTAINABLE

Health partnerships operate in a way that delivers **high-quality projects** that meet targets and achieve durable and sustainable results.



RESPECTFUL AND RECIPROCAL

Health partnerships **listen to one another** and plan, implement and learn together.



ORGANISED AND ACCOUNTABLE

Health partnerships are well-structured, well-managed and efficient and have clear and **transparent decision making** processes.



RESPONSIBLE

Health partnerships conduct their activities with integrity and **cultivate trust** in their interactions with stakeholders.



FLEXIBLE, RESOURCEFUL AND INNOVATIVE

Health partnerships proactively adapt and respond to altered circumstances, mindful of the need to embrace change and **innovate** in the use of technology.



COMMITTED TO JOINT LEARNING

Health partnerships monitor, evaluate and reflect on their activities and results, articulate lessons learned and **share knowledge** with others.



‘THET’s approach ensures that their response is government-led and designed to answer local needs through country-specific solutions. For example, we are working closely with THET and other partners to develop a new national surgical plan, which is a broad-based collaborative effort to improve the surgical system in Zambia and rests on five domains of action: infrastructure, workforce, service delivery, information management and financing.’

Dr. Kennedy Lishimpi, Director Clinical Care and Diagnostics Services at the Ministry of Health, Zambia



‘The skills and experience I gained help me every day and has been more positively influential in my clinical, non-clinical, teaching, leadership and team working activities than I ever would have imagined. It continues to help me years later. I met wonderful students, staff and patients and learnt more than I taught.’

A UK volunteer working in Somaliland

OUR EXPERTISE

Our in-country presence

THET has a staff presence in several African countries. This grounds our work in a deep understanding of how best you can partner us to meet the needs of low and lower-middle income countries, working in partnership with Ministries of Health, the NHS, the private sector, and like-minded NGOs.

In Somaliland and Zambia for example, THET works in partnership to strengthen national training capacity and improve the quality of training, translating into more and better-trained health workers. Drawing on our in-country expertise, we have a successful track record designing context-specific, responsive programmes. Our ambition is to expand opportunities for partnerships between UK health institutions and colleagues in low and lower-middle income countries whilst also growing south-south collaborations.

Our grant-management skills

THET is a trusted manager of grant funds for both the UK government and the private sector.

In the past six years, as managing agent for the Health Partnership Scheme (HPS) funded by the UK Department for International Development (DfID), we have managed thirty million pounds of public funds. We also have a long-standing relationship with Johnson & Johnson for whom we award grants for work across Africa.

Our policy work

We champion the role of health workers across the world, underlining the critical role that they have to play in strengthening health systems and the wider societies in which they live.

THET engages in an open dialogue with the World Health Organization, and is a partner to governments, the private sector, the NHS and our own community of international development agencies, in the development of policy and generation of evidence.

OUR 2016 – 2021 STRATEGIC PRIORITIES

Our impact goals

Redouble our efforts to train and support health workers.

Partner with national governments to strengthen health systems.

Champion the contribution health workers are making to the development and security of our societies.

Our progress in delivering on these priorities will be reported on annually.

Our enabling goals

Forge strong country bonds to increase programme quality.

We will strengthen our in-country presence in order to deepen our understanding of how we can best meet national priorities and needs.

Champion the health partnership approach positioning THET as an essential partner to NHS, academic and private sector institutions in the UK.

We will deepen our position as partner of choice to NHS institutions working overseas.

Ensure financial security through diverse funding sources.

We will grow our income by developing our fundraising and looking for new partners for our grant-management service.


Create a people centred organisation, accountable and empowered.

We will ensure every member of our staff has the opportunity to grow in their role so they can fully realise their potential in contributing to our mission. As we grow, we will review our organisational model to reflect our belief that decisions are best made locally, by those most closely engaged in the lives of the health workers and the communities we seek to support.

Transparency and accuracy through robust evidence gathering.

We will ensure that our programme work, grant-making and policy contributions are informed by evidence, based on the rigorous collection of both quantitative and qualitative data.



A woman with dark hair and glasses, wearing a light blue button-down shirt, is looking down at a child's arm. The child is wearing a pink and blue striped shirt and has a red wristband. The woman appears to be examining the child's arm, possibly for a health check. In the background, there are other people, including children, in a lush, green outdoor setting with trees.

“Engaging in overseas work is deeply rewarding for our members. As well as bringing tangible benefit to host countries, members return home with fresh ideas, new skills including a flexibility of approach when working in resource limited environments and an appreciation of globally shared health challenges. This makes them a better doctor or health professional. Indeed, the value of the opportunities offered by THET and the health partnership approach are limitless.”

Judith Ellis, CEO, Royal College of Paediatric and Child Health

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PARTNERSHIPS FOR GLOBAL HEALTH

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