



**PARTNERSHIPS FOR AN
INTERCONNECTED
WORLD**

THET STRATEGIC PLAN 2022-2027

FOREWORD

WELCOME

This plan has been developed at a time when the world's health and economic wellbeing has been severely affected by the Covid-19 pandemic and we must be prepared to respond to the real risk of equal or more severe pandemics in the future. Two years into the UN "decade of action" on the sustainable development goals, poverty and inequality are increasing at alarming rates and the 2020s look destined to be a time of competing crises. In this context, never has the contribution THET can make in advancing health globally been more urgent, or more relevant.

This plan is a statement of ambition and of optimism, but it draws upon the evidence of how THET and the Health Partnership community have excelled in responding to the direct and secondary impacts of COVID-19, of growing resistance to antimicrobials, of conflict in many of the countries where we work, and in setting our sights on tackling the climate crisis. It is remarkable, and it is inspiring, to see how the enthusiasm of health professionals to share their lived experience and expertise across borders has increased, not diminished, in the face of these challenges.

At the heart of this approach is the training and education of health workers and the strengthening of the health systems in which they work – the work THET is best known for. At the launch of this new Strategy, we are running programmes in countries as diverse as Ghana and Syria, Myanmar and Zambia. This is at the centre of our ambitions going forward.

THET and the Health Partnership community have been profoundly changed by the experience of this recent pandemic. We have been saddened by the impact on so many of the communities in which we work, but our ways of working have also adapted to the changed environment. We have embraced technology in the development of our Pulse platform and through virtual volunteering. We have worked to address inequality through the publication of our Gender Equality

and Social Inclusion toolkit and looked at the racism experienced by health workers migrating to work in the NHS. We have found new confidence in our convening role sitting at the very heart of the Health Partnership community, and as an NGO in Official Relations with the World Health Organization.

THET is proud to play such a critical role in fostering that Health Partnership community, and in encouraging recognition of both the complexity of building resilient health systems and the connections between health systems. Health workers are on the move and so too are pathogens. Now more than ever, the most effective health systems are the ones best equipped to learn globally and collaborate internationally. Contributing to this fair and principled exchange of learning across borders is our goal, as it has been since we were established by Professor Sir Eldryd Parry in December 1988.

This plan is launched at the outset of my tenure as Chair of Trustees and will conclude on the eve of THET's 40th birthday. I have seen THET flourish through the period of the previous Strategic Plan. I relish the opportunities that lie ahead for the charity to make a difference, in partnership.

Justin Ash, Chair of the Board of Trustees



OUR VISION

A WORLD WHERE EVERYONE CAN
ACCESS **QUALITY HEALTHCARE.**

OUR MISSION

TO WORK IN **PARTNERSHIP** TO
STRENGTHEN HEALTH SYSTEMS
AND **BUILD** WORKFORCE CAPACITY.



ABOUT THET

At the centre of our approach, is the model of Health Partnerships, long-term relationships between UK and LMICs health institutions, which improve health services through the reciprocal exchange of skills, knowledge, and experience. They are rooted in an understanding that equitable relationships between health professionals across borders can benefit all involved.

For over 30 years, THET has been working in partnership to strengthen health systems and build health workforce capacity in low-and middle-income countries (LMICs). Working closely with Ministries of Health and in partnership with UK and LMIC health institutions, and as an NGO in Official Relations with the World Health Organization, we...



Strengthen health systems by responding to local and national priorities...



Support the training of health



Facilitate knowledge exchange and the development of policy and regulatory environments...



and offer thought leadership and project management





"I applaud the work THET has done in partnership with my Ministry in Ethiopia, training health workers in the diagnosis and provision of care for people with hypertension and diabetes. The fact that THET has been here for such a long time, starting with the help given to the medical schools of Gondar and Jima, is a good thing. Your role in making the links with our colleagues in the UK has been of enormous value to us and we encourage this to continue."

Dr Lia Tadesse, Minister of Health for the Federal Ministry of Health Ethiopia



STRATEGIC

OBJECTIVES

01

Strengthen the health workforce and the health systems in which they work.

02

Strengthen the Health Partnership Community.

“The climate crisis is the single most pressing challenge of our generation. As a former Chair of THET, I have been delighted to see the charity embrace technology, including by providing virtual support to partners, during the pandemic. The new emphasis in this Strategy, on supporting health systems to adapt to climate-sensitive health risks is timely and commendable. The climate crisis demands a global response, and exactly the kind of expertise in partnership working for which THET is so well known.”

Sir Andy Haines, Professor of Environmental Change & Public Health, London School of Hygiene and Tropical Medicine



03

Be ambitious in our approach to equity and inclusion.

04

Ensure all our work advances climate mitigation, adaptation, and resilience.



TO ACHIEVE OUR STRATEGIC OBJECTIVES WE WILL...



Ensure all programmes meet appropriate quality standards.



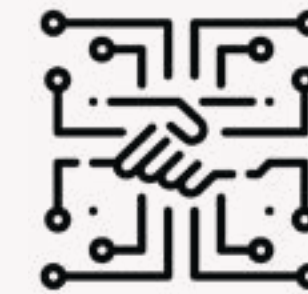
Generate and use robust evidence to inform our work and the work of others, recognising the mutual benefit of collaboration.



Create a people centred organisation by bringing alive our core values.



Effectively manage our finance and operations across the organisation.



Strengthen our use of technology across all our work.



Generate diverse and sustainable funding.



OUR EXPERTISE

We are responsive to national priorities. We achieve this by employing national staff, partnering with national governments, and diverse health system stakeholders in the countries where we work. We have a staff presence across Africa and Asia, which grounds our work in a deep understanding of how best we can partner with others to meet the needs of LMICs.

“We at ACHEST have highly valued our collaboration with THET over the years. As players from low income countries we have found THET to be a sensitive, effective and practical partner in pursuing the tenets of equity and social justice that are central to the achievement of SDGs. Under the leadership and inspiration of THET we have together been able to influence the behaviour of governments and international agencies on wide ranging issues such as health worker migration, health systems strengthening and human rights. THET portrays the UK as a listening leader in global health”

Professor Francis Omaswa, Chair of African Centre for Global Health and Social Transformation (ACHEST)

We facilitate relationships between individuals and institutions that are equitable, long-term and which deliver quality outcomes and mutual benefit, drawing on our Principles of Partnership. These principles are grounded in our long experience of supporting the **Health Partnership model**, to develop the health workforce and strengthen the health system.

We excel in convening the wider Health Partnership community, building ties of solidarity from across the UK health system and worldwide. Our conferences and guidance on best practice are widely admired.



OUR EXPERTISE

“THET is a key partner to HEE in our global work; both as a direct partner in our own programmes of work but as a powerful advocate for the NHS playing an active role in global health. THET’s focus on issues such as the engagement of diaspora in the NHS and the capitalising on frugal innovation pathways continues to be of huge importance to the NHS. I welcome this Strategic Plan which outlines key actions which will enable THET to deliver on our shared ambition for a more globally active and responsible NHS; for the benefit of the NHS and also the world.”

Dr Navina Evans, Chief Workforce Officer at NHS England

“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 adapted very well to the changing circumstances over the last few years, maintaining an important role during Covid and, for example, championing support for health workers in Myanmar. THET has a pivotal role to play going forwards, putting the Health Partnership approach at the centre of the UK’s contribution to the Sustainable Development Goals.”

Lord Nigel Crisp, Co-Chair of the APPG on Global Health and THET Patron

We partner widely with health institutions, governments, the private sector, academia, and other NGOs, recognising that we often achieve the greatest impact by collaborating across sectors. The diversity of our partnerships is our strength. Our expertise is widely acknowledged and is the basis of our partnership with the World Health Organization as an NGO in Official Relations.

We champion and support the contribution of health professionals through our programmes, campaigns, and conferences, fostering learning and information exchange across the Health Partnership community.



OUR EXPERTISE

We generate and use evidence to inform Health Partnership programmes and to understand the context in which we work. This allows us to understand the impact our work has, and to engage constructively with others through our policy and learning portfolio.

“As the world emerges from the COVID-19 pandemic we find ourselves revisiting many health systems issues that we have grappled with for decades. Now is the time to focus on quality of care with an emphasis on the primary health care approach. The power of partnerships needs to be harnessed and WHO will continue to work closely with THET to make real change in real lives across the world.”

Dr Shams Syed, Unit Head, Quality of Care at the World Health Organization

We innovate in the use of technology to improve our impact and to reduce our carbon footprint meaning that we can engage with agility and in challenging environments.



1



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.

2



Harmonised & Aligned

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

3



Effective & Sustainable

Health partnerships operate in a way that delivers high-quality projects that meet targets and achieve long term results.

4



Respectful & Reciprocal

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

5



Organised & Accountable

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

6



Responsible

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

7



Flexible, Resourceful & Innovative

Health partnerships proactively adapt and respond to altered circumstances and embrace change.

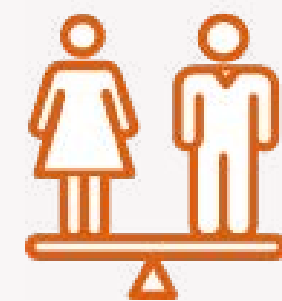
8



Committed to Joint Learning

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

9



Embed Equity & Inclusion

Health Partnerships consider inequalities experienced by individuals as a result of their social identities and take action to embed equity and inclusion in their work.

10



Committed to Climate Action

Health Partnerships proactively contribute to climate change adaptation and mitigation.

OUR

PRINCIPLES

As part of our ongoing approach to quality improvement, we have developed these Principles of Partnership to improve the quality and effectiveness of our work and that of Health Partnerships.

OUR VALUES

Our Principles of Partnership are reflected in our internal values and provide a framework for the behaviours we expect of ourselves and our partners.



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