

**GUIDE TO**  
**health workforce development**  
**in post-conflict environments**



**GUIDE TO**  
**health workforce development**  
**in post-conflict environments**



**World Health  
Organization**

WHO Library Cataloguing-in-Publication Data

Guide to health workforce development in post-conflict environments.

1. Delivery of health care—manpower
  2. Health personnel—education
  3. Personnel management
  4. War
  5. Civil disorders
  6. Guidelines
- I. Smith, Joyce H. II. World Health Organization.

ISBN 92 4 159328 8

(NLM Classification: W 21)

© World Health Organization 2005

All rights reserved. Publications of the World Health Organization can be obtained from WHO Press, World Health Organization, 20 Avenue Appia, 1211 Geneva 27, Switzerland (tel: +41 22 791 2476; fax: +41 22 791 4857; email: [bookorders@who.int](mailto:bookorders@who.int)). Requests for permission to reproduce or translate WHO publications—whether for sale or for noncommercial distribution—should be addressed to WHO Press, at the above address (fax: +41 22 791 4806; email: [permissions@who.int](mailto:permissions@who.int)).

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by the World Health Organization in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by the World Health Organization to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either express or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the World Health Organization be liable for damages arising from its use.

Printed in Switzerland

# Contents

---

	<i>Abbreviations</i> .....	<i>x</i>
	<i>Glossary</i> .....	<i>xi</i>
	<i>Preface</i> .....	<i>xii</i>
	<i>Acknowledgements</i> .....	<i>xiii</i>
	Introduction .....	1
<b>PART 1</b>	<b>Understanding human resources in post-conflict countries: considerations for policy-makers, senior managers and donors</b> .....	<b>7</b>
1	Challenges to health workforce development in the post-conflict context .....	9
2	Re-establishing the de facto health authority structure .....	12
	<i>Placing health workforce development in the structure</i> .....	13
3	Assessing the workforce situation .....	17
	<i>Initial assessment of quantity and quality</i> .....	19
	<i>Expanding the information</i> .....	21
	<i>Using the information for policy, planning and implementation</i> .....	22
4	Building management capacity within the ministry of health .....	23
	<i>The language issue in capacity building</i> .....	26
	<i>Role of the diaspora in capacity building</i> .....	28
5	Linking education to health service delivery .....	30
	<i>Re-establishing educational standards</i> .....	31
6	Coordinating donor input to capacity building .....	33
7	Financing human resources development .....	37
8	Crosscutting issues: migration and HIV/AIDS .....	39
	<i>Migration</i> .....	39
	<i>HIV/AIDS</i> .....	40
9	Using current frameworks and tools for human resources development .....	42

<b>PART 2</b>	<b>Achieving balanced human resources development during reconstruction: key steps and questions for human resources personnel. . . . .</b>	<b>45</b>
10	Establishing a focal unit for human resources development in a de facto health authority. . . . .	47
	<i>Impact of conflict</i> . . . . .	48
	<i>Key issues</i> . . . . .	48
	<i>Role and functions of the human resources development unit</i> . . . . .	48
	<i>What information is required?</i> . . . . .	50
	<i>Who should be involved?</i> . . . . .	51
	<i>What are the opportunities?</i> . . . . .	51
	<i>Further reading</i> . . . . .	53
	<i>Summary of key points</i> . . . . .	54
	<i>Examples</i> . . . . .	54
11	Developing health workforce policy . . . . .	58
	<i>Impact of conflict</i> . . . . .	58
	<i>Key issues</i> . . . . .	59
	<i>What information is required?</i> . . . . .	60
	<i>Who should be involved in developing policy     for human resources development?</i> . . . . .	61
	<i>What are the opportunities?</i> . . . . .	61
	<i>Further reading</i> . . . . .	63
	<i>Summary of key points</i> . . . . .	64
	<i>Examples</i> . . . . .	64
12	Human resources planning . . . . .	72
	<i>Impact of conflict</i> . . . . .	73
	<i>Key issues</i> . . . . .	74
	<i>What information is required?</i> . . . . .	74
	<i>How to get the information?</i> . . . . .	76
	<i>Organizing and safeguarding the information</i> . . . . .	77
	<i>Using the information</i> . . . . .	78
	<i>Starting the planning process</i> . . . . .	79
	<i>What are the opportunities and benefits?</i> . . . . .	80
	<i>Further reading</i> . . . . .	81
	<i>Summary of key points</i> . . . . .	82
	<i>Examples</i> . . . . .	82
13	Educational approaches and standards . . . . .	85
	<i>Impact of conflict</i> . . . . .	86
	<i>Key issues</i> . . . . .	87
	<i>What do we mean by training?</i> . . . . .	88
	<i>What information is required?</i> . . . . .	88
	<i>What are the opportunities and benefits?</i> . . . . .	89
	<i>Further reading</i> . . . . .	91
	<i>Summary of key points</i> . . . . .	91
	<i>Examples</i> . . . . .	91

14	Human resources management .....	109
	<i>Impact of conflict</i> .....	110
	<i>Key issues</i> .....	111
	<i>What information is required?</i> .....	111
	<i>What are the opportunities and benefits?</i> .....	112
	<i>Further reading</i> .....	113
	<i>Summary of key points</i> .....	114
	<i>Example</i> .....	114
15	Human resources financing .....	117
	<i>Impact of conflict</i> .....	118
	<i>Key issues</i> .....	119
	<i>What information is required?</i> .....	120
	<i>What are the opportunities and benefits?</i> .....	121
	<i>Further reading</i> .....	122
	<i>Summary of key points</i> .....	123
	<i>Example</i> .....	123
16	Interagency coordination .....	125
	<i>Impact of conflict</i> .....	126
	<i>Types of coordination mechanisms</i> .....	126
	<i>What information is required?</i> .....	127
	<i>What are the opportunities and benefits?</i> .....	128
	<i>Further reading</i> .....	129
	<i>Summary of key points</i> .....	130
	<i>Examples</i> .....	130
	Checklist: Getting off to a quick start in human resources development . . .	134
	References .....	137

**BOXES**

BOX 1	Impact of conflict on the health workforce. . . . .	10
BOX 2	Examples of misleading assumptions about human resources for health . . . . .	19
BOX 3	Experience of strengthening management capacity in Timor-Leste. . . . .	25
BOX 4	The language issue in Timor-Leste and Cambodia . . . . .	26
BOX 5	The impact of language difficulties on the first Masters in Public Health course in Cambodia . . . . .	27
BOX 6	Medical education in Afghanistan . . . . .	30
BOX 7	Early initiatives in raising academic standards in Cambodia in 1994 . . . . .	31
BOX 8	Survey of training undertaken by nongovernmental organizations in Timor-Leste . . . . .	33
BOX 9	Infection control practices in Cambodia in 1992 . . . . .	41
BOX 10	Possible stakeholders in human resources policy development . . . . .	61
BOX 11	Examples of types of information that can be obtained from a human resources database . . . . .	77
BOX 12	Examples of uses of the human resources development database for planning purposes . . . . .	79
BOX 13	Examples of problems encountered in efforts to reduce the workforce . . . . .	80
BOX 14	Examples of information required for human resources coordination . . . . .	128

**TABLES**

TABLE 1	Components of human resources for health (HRH) development. . . . .	13
TABLE 2	Development of specialist health services in Cambodia 1993–1998 . . . . .	35
TABLE 3	The five essential functions of a focal unit for human resources for health. . . . .	49
TABLE 4	Potential linkages of the human resources for health (HRH) development functions . . . . .	52
TABLE 5	Policy options and their implications . . . . .	52
TABLE 6	Suggested key steps in establishing an effective human resources development focal unit . . . . .	53
TABLE 7	Suggested key steps in developing human resources policy. . . . .	62
TABLE 8	Policy tools . . . . .	63
TABLE 9	Question framework for human resources policy development. . . . .	66
TABLE 10	Suggested key steps in starting the process of human resources planning . . . . .	81
TABLE 11	General categories of health professions training . . . . .	89
TABLE 12	Suggested key steps in re-establishing educational and professional standards . . . . .	90
TABLE 13	Issues related to all categories of meetings and fellowships . . . . .	100
TABLE 14	Assessment of a training offer's appropriateness to the Ministry of Health's policies and plans . . . . .	103
TABLE 15	Selection of suitable candidates for the training opportunity . . . . .	103
TABLE 16	Key steps in human resources management. . . . .	112
TABLE 17	Key steps in human resources financing. . . . .	122
TABLE 18	Key steps in donor coordination for human resources development. . . . .	129

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_29946](https://www.yunbaogao.cn/report/index/report?reportId=5_29946)

