



## Harmonization in Action

### Survey of harmonization practices amongst key NGOs supporting CHW programming

The rapid scale-up of community health workers (CHW) is a global priority for achieving universal health coverage (UHC), in countries experiencing severe health workforce deficits. However, the grassroots origin of CHW programs has led to fragmented implementation by NGOs and donors, which can impede country ownership and efforts to fully unlock the potential of the CHW workforce. With the objective of the UHC goal in mind, efforts must be made to build resilient and responsive CHW systems – requiring policymakers, communities, health workers, NGOs, donors, advocates, and researchers to achieve collective action. In 2013 the Core Group developed the CHW Principles of Practice (CHW-PoP), setting a precedent for harmonized working practices by NGOs in support of a government-led multi-stakeholder framework. The Joint Commitment to Harmonized Partner Action for Community Health Workers and Frontline Health Workers released in 2014 was signed by many NGOs, donor agencies and governments. In preparation for the upcoming Health Systems Global in Vancouver, session on "Harmonization in Action" World Vision has partnered with Core Group and Frontline Health Workers Coalition member NGOs to conduct a brief survey to assess progress towards implementing harmonized CHW programs, and explore barriers that may still exist in some contexts.

In this survey we invite you to respond on behalf of your organization to identify current practices and any share your reflections on ongoing barriers to harmonization you currently experience in the field. The survey will take approximately 30 minutes of your time to complete. Please note that results of the survey may be published. Thanks in advance for your kind participation!

Checklist derived from CHW "Principles of Practice" and Joint Commitment for Harmonized Partner Action. In this framework harmonization is defined by a "three ones' paradigm for harmonization of CHW and FLHW initiatives and interventions through one national strategy; one national authority; one monitoring and accountability structure"

#### 1. Contact Information

Name of Respondent	<input type="text"/>
Name of Organization	<input type="text"/>
Job Title	<input type="text"/>
Email Address	<input type="text"/>

2. Confirm: The answers provided are accurate to the best of my knowledge. I agree that WV can publish or use the information I have provided in this survey in a shared analysis and publication.

- Yes, I confirm
- No, I do not confirm

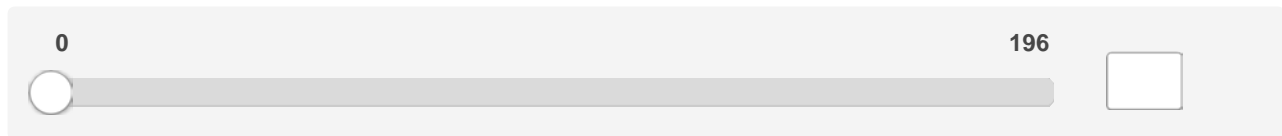
3. Area of Operation (select all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> South America               | <input type="checkbox"/> Middle East and North Africa        |
| <input type="checkbox"/> Latin America and Caribbean | <input type="checkbox"/> Eastern Europe                      |
| <input type="checkbox"/> Eastern Africa              | <input type="checkbox"/> Central and Eastern Asia            |
| <input type="checkbox"/> Western Africa              | <input type="checkbox"/> South East Asia and Pacific Islands |
| <input type="checkbox"/> Southern Africa             | <input type="checkbox"/> Southern Asia                       |

4. What activities does the organization implement related to CHW support? (Select all that apply)

- Direct implementation of programs
- Financial or material support to MOH-run programs
- Technical or training support to MOH-run programs
- Community mobilization and support activities
- Advocacy
- Other (please specify)

5. In how many countries does your organization support CHWs?



6. Do you have data on how many CHWs globally your organization is currently working with or supporting?

- No, Data not available
- Yes, how many CHWs

7. If answered "No" to question 6 please provide approximately how many CHWs your organization currently supports.

- <1,000
- 1,000-5,000
- 5,000-25,000
- 25,000-75,000
- >75,000

8. How do you promote country ownership and leadership regarding CHWs involved in your programs?

	Always	Mostly	Sometimes	Rarely or Never
Working with existing MOH-identified CHW cadres where possible rather than creating new ones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being approved by the MOH and being subject to national guidelines/policies relevant to CHW programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting to the MOH and health authorities on a regular basis at national and sub-national levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaging complementary community volunteer cadres and groups in a way that includes and supports nationally recognized or formalized CHW cadres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Only implementing activities outside MOH CHW policy, under research/ pilot conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

9. Your CHW initiatives strengthen local health systems through CHW programs that...

	Always	Mostly	Sometimes	Rarely or Never
Are not duplicative of, or competitive with national CHW MOH programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Include measures to ensure referral centers are appropriately equipped, staffed, and functional, with mechanisms for integrating CHWs within service delivery strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Also include activities and resources allocated for relevant health and community systems strengthening (HSS and CSS) activities in a systems-based approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nurture direct reporting, management, and supervision by facility heads, community leaders, and local health authorities

Avoid depleting human resources from the public sector when hiring (applying WHO code of conduct)

Contribute to building capacity and motivation of the public sector workforce

Additional Comments

### 10. Your CHW initiatives build functional and accountable local supply chains that...

Always                      Mostly                      Sometimes                      Rarely or Never

Ensure necessary commodities are sustainably financed e.g. domestic, national insurance

Include a plan in place for continuing supply of commodities when the project ends

Use state-led medical supply chains for distributing medicines to CHWs

Promote accountability and efficient functioning of the local public sector supply chain system (i.e. not parallel or direct provision of commodities)

Ensure that gifts-in-kind (GIK) contributions, e.g. pharmaceuticals, are of high quality, in line with the demand, and distributed through local supply chains to ensure supervision by health authorities

Additional Comments

11. Your CHW initiatives apply uniform incentives amongst partners that...

	Always	Mostly	Sometimes	Rarely or Never
Adhere to a national standard of incentives agreed to by MOH and/or harmonized amongst all implementing NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do not promote payment for services, or undercut public sector prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When providing financial incentives, that MOH and community stakeholders have been engaged in developing a sustainability or transition plan at project closure or transition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

12. Your CHW initiatives...

	Always	Mostly	Sometimes	Rarely or Never
Ensure all CHWs engaged have completed any existing standardized MOH pre-service training prior to project-specific trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deliver CHW trainings that are not duplicative of previous projects and are aligned with needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

13. Your CHW initiatives ...

	Always	Mostly	Sometimes	Rarely or Never
Prioritize CHW supervision and budgeted for inclusion in all CHW programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Include CHW supervision activities in the project are integrated into the supportive supervision and mentoring practices at facility and local government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ensure data collection through CHWs is aligned with the national system, with effort to strengthen existing data mechanisms

Limit any additional data collection burden to research and pilot programs

Additional Comments

#### 14. Your CHW initiatives address research and innovation in the following ways...

Always

Mostly

Sometimes

Rarely or Never

Nurture country ownership from outset of research/pilot to ensure results are 'owned' by critical stakeholders, inclusive of co-development with country technology specialists

Ensure innovations consider sustainable financing feasible from the outset to achieve long-term scalability

Design innovations for CHWs that either alleviate time or work burden from the CHW or improve service quality

Innovations are always aligned to and determined by the country's priorities, rather than donor or NGO priorities from the outset

Innovations, technologies, and resources developed as a result of research by the NGO are made **freely available to MOH** and licensed under **creative commons**

Additional Comments

15. Your CHW initiatives promote harmonized collaboration by...

	Always	Mostly	Sometimes	Rarely or Never
Actively promoting harmonization with donors and partners in contexts where you are working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring the harmonized framework is a key component of your advocacy strategy for human resources for health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

16. In your view, has harmonization of CHW initiatives amongst NGOs been achieved in the contexts where you are working? Please explain your answer

17. What processes and changes have helped your organization to contribute to harmonized CHW programs?

18. What barriers to harmonization of CHW initiatives amongst different stakeholders still exist where you are working?