



## Terms of Reference: Examination of the health systems and health workforce strengthening benefits and impact of the Global Health Workforce Programme (GHWP) programme in Ghana, Kenya, and Nigeria.

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### GHP

Global Health Partnerships (GHP – formerly THET) is a global health charity working in partnership with governments, health institutions, and international bodies to train health workers and strengthen health systems across 31 countries. We do this through grants management and capacity building, alongside research, convening and advocacy towards the goal of Universal Health Coverage (UHC). At the centre of our approach, is the model of Health Partnerships, long-term relationships between UK and low- and middle-income countries (LMIC) health institutions, which improve health services through the reciprocal exchange of skills, knowledge, and experience. At the heart of our work is vision of a world where everyone has access to healthcare.

Find out more at [www.globalhealthpartnerships.org](http://www.globalhealthpartnerships.org)

### Health Partnership Approach

Health Partnerships (HPs) are long-term institutionalised relationships between UK and low- and middle-income countries' health institutions (LMICs). HPs aim to strengthen the health workforce (HWF) and health systems in LMICs through the reciprocal exchange of skills, knowledge and experience. Partners co-develop and implement interventions that address national health systems priorities. The partnerships themselves are generally long-term and sustainable, while the projects which they deliver are discrete and tailored to specific identified health system needs. The aim of all projects is sustainable impact and mutual benefit.

Find out more at <https://www.globalhealthpartnerships.org/wp-content/uploads/2020/10/The-Health-Partnership-Model.pdf>

### Programme Background

Funded by the UK Department of Health and Social Care (DHSC), the [Global Health Workforce Programme](#) (GHWP) aims to develop the health workforce (HWF) in Ghana, Kenya, and Nigeria, building stronger health systems for post-pandemic recovery and to make progress towards universal health coverage. Through GHWP, GHP has been supporting Health Partnerships (HPs) working in Ghana, Kenya and Nigeria over the past 18 months. Interventions have included improving the quality of HWF education and training and health worker knowledge skills and competencies, strengthening HWF management practices to enhance the motivation, wellbeing, and retention of the health workforce, developing leadership and governance capacity, and generating evidence to inform policy and practice to build more sustainable and resilient global health systems. Find out more at <https://www.globalhealthpartnerships.org/global-health-workforce/>



## Consultancy

GHP is seeking a consultant to conduct a study examining the work of GHWP in Ghana, Kenya and Nigeria. The consultant will lead investigations into the benefits and impact of HP health systems and health workforce interventions under the DHSC-funded GHWP.

This study will explore and examine the value added of the Health Partnership approach to the health systems of the three partner countries. While the effectiveness and impact of health workforce and health system strengthening interventions have been highlighted through GHWP reports and sharing and learning events in each of the three countries, insights and results have not yet been sufficiently synthesised or documented in a way that supports advocacy, resource mobilisation and policy positioning.

This study will review and examine existing literature and data, including published and grey literature, GHWP reports, reports from other DHSC-funded GHP projects (<https://www.globalhealthpartnerships.org/our-work/grants/>), and other available documentation on the benefits of the Health Partnership model (see Related Papers section). Some primary qualitative data collection and analysis may be required.

### Aim of the study

The aim is to produce a concise report that presents the evidence of the short/medium and emergent value and impact of Health Partnerships on health systems and health workforce strengthening in Ghana, Kenya and Nigeria, examining areas such as policy influencing and practice, HWF education and training, quality of service delivery, governance and leadership, health worker performance, safety, wellbeing and motivation, and HWF retention, among others. The study should also explore the extent to which HPs have embedded GHP's Principles of Partnership (<https://www.globalhealthpartnerships.org/principles-of-partnership/>) and resulted in bi-directional learning and mutual benefit for all countries.

### Objectives

1. To examine the impact of HP interventions on health systems and health workforce in the three countries involved in the implementation of the GHWP.
2. To generate and present evidence on the value and impact of the health partnership approach for health system and health workforce strengthening, drawing and building on existing GHP literature and reports, including from other relevant DHSC-funded GHP programmes (<https://www.globalhealthpartnerships.org/our-work/grants/>).

### Focus areas

The study will examine and present evidence, through quantitative and qualitative analysis, case studies, and document review, on the value and impact of Health Partnerships for health systems and health workforce strengthening in Ghana, Kenya, and Nigeria.

The following indicative focus areas will guide the analysis (to be finalised in consultation with the GHP team):

#### Health systems and workforce strengthening

- In what ways have GHWP Health Partnerships contributed to health systems strengthening and health workforce development across the partner countries?
- Which interventions have worked well in the different contexts?

#### Policy and practice influencing



- How have HP interventions informed, influenced, or supported changes in health systems and workforce-related policy and practice?

#### **Leadership and governance**

- How have HP interventions contributed to improvements in leadership and governance capacity, at institutional, organisational, and individual levels?

#### **Sustainability and scalability**

- What key success factors have enabled the sustainability, scalability, and institutionalisation of HP interventions?

#### **Innovative and good practice**

- How have HPs promoted innovative and good practices, and how have these been documented, shared, and adopted?

#### **Contextual relevance and adaptation**

- How have country-specific contextual factors shaped the design, implementation, and impact of HPs?

#### **Bi-directional learning and mutual benefit**

- To what extent have HPs fostered mutual learning and benefit for all partner countries?

#### **Embedding the Principles of Partnership**

- How effectively have HPs embedded GHP's Principles of Partnership, and what evidence exists of their influence on the quality and outcomes of interventions?

#### **Gender equity and social inclusion**

- To what extent have health programmes effectively considered and addressed gender equity and social inclusion (GESI), and what evidence is there that this has contributed to more equitable access to health services, particularly for marginalized and underserved groups?

#### **Value added of the HP approach**

- Drawing on the evidence, what is the distinct contribution and added value of the HP model for global health systems and workforce strengthening?

In the submission, the consultant should submit a concise technical proposal (2-3 pages max.) and workplan, outlining the approach and methodology for the study, including indicative research questions. The GHP team will review, refine and finalise these documents with the selected consultant.

## **Methodology**

### **Desk review**

**The desk review will include the review and analysis of the following:**

- GHWP reports (HPs' reports as well as GHP reporting to DHSC).
- Available GHWP/GHP quantitative and qualitative data.
- Other DHSC-funded programme reporting and material, where feasible and relevant.
- Published literature examining the benefits of HPs to Partner Countries.
- Other relevant information.

### Qualitative data collection

Key informant, in-depth interviews and focus group discussions with selected policy makers, key stakeholders (WHO, Health training/academic institutions, development partners, regulatory/ professional bodies), HPs, health workers, may be required. The scope of these will be agreed with the GHP team.

### Proposed Timeframe

The work is to be undertaken between August and November 2025.

### Contractual Responsibilities

**Reports to:** The Technical Director, based in the UK, who will provide technical oversight of the study. The Consultant will be responsible for managing their workload and conducting the activities in a timely and efficient manner as set out in this document. The Consultant will agree the specific focus areas for the study with the Technical Director and GHP team. The Consultant will also have regular reporting points with the Head of the Evidence and Impact Team and other GHP colleagues, as required.

The contract will run from August 2025 over a 4-month period. The Consultant will submit a technical proposal and budget of up to £20,000. The consultant will invoice GHP on a monthly basis. Please note that this is non-negotiable.

### Key Deliverables and Dates

- Scope of Work and technical proposal (co-produced with GHP)
- Draft Report
- Power point presentation with preliminary findings
- Evidence brief of key findings and recommendations
- Preliminary findings to be ready to present in early-November as part of GHP's webinar series
- Final report, with executive summary submitted by 30 November 2025
- Possible additional presentation of results at the Global Health Summit in March 2026 (TBC)

### Qualifications and Experience:

- Postgraduate degree in Global Health, Public Health, Health Policy, International Development, or a related field.
- Proven experience in health systems and/or health workforce research or evaluation
- Understanding of the health partnership approach/mode, ideally involving countries such as Ghana, Nigeria, or Kenya.
- Familiarity with the health systems in Ghana, Nigeria, and Kenya. Additionally, familiarity with the Health Partnership model and the UK's global health engagement strategies is desirable.

### Skills and Competencies:

- Strong qualitative and quantitative research skills, including data collection, analysis, and synthesis.
- Ability to critically appraise and synthesise evidence from diverse sources (e.g., programme reports, academic literature, policy documents).
- Excellent written and verbal communication skills, with experience producing reports, policy briefs, or academic publications.
- Strong stakeholder engagement skills and the ability to liaise with a range of stakeholders, including policy makers, UN agencies, regulatory bodies, academic institutions, development



partners, and health workers. Competence in using research tools and software (e.g., NVivo, SPSS, Excel, or data visualization platforms).

- Ability to work independently and manage timelines for deliverables.

### Desirable Attributes:

- Experience working with or through organisations like Global Health Partnerships (formerly THET), NHS Global Health Partnerships, or UK FCDO-funded programmes.
- Knowledge of health workforce development frameworks and global health diplomacy.
- Understanding of diaspora engagement in health systems strengthening.

### Key Working Relationships

- GHP
  - Technical Oversight: Margaret Caffery, Technical Director, Health Systems Strengthening
  - Paul Rees-Thomas, Head of Evidence and Impact Team (EIT)
  - Jessica Fraser, Technical Manager, Health Systems Strengthening
  - Eldho Rajan, MEL Lead, GHWP
  - Mathilde Wangen, Programme Manager (GHWP)
  - Anne Buglass, Head of Programmes

### Related Papers

<https://www.globalhealthpartnerships.org/wp-content/uploads/2025/03/GHWP-Health-Partnership-eBrochure-Nigeria.pdf>

<https://www.globalhealthpartnerships.org/wp-content/uploads/2025/03/GHWP-Health-Partnership-eBrochure-Ghana.pdf>

[GHWP-Health-Partnership-eBrochure-Kenya.pdf](#)

<https://www.globalhealthpartnerships.org/wp-content/uploads/2017/08/DFID-HPS-Evaluation-Synthesis-Report.pdf>

<https://www.globalhealthpartnerships.org/wp-content/uploads/2020/01/International-volunteering-report-20190228.pdf>

### How to apply

All applications must be made through our recruitment platform, Breathe. Please follow this link - <https://hr.breathehr.com/v/research-consultant-42195>. Applications must be submitted with a brief (2-3 page) technical proposal, workplan and detailed budget for the outlined assignment.

GHP is committed to creating a diverse and inclusive organisation, reflecting the diversity of the health community and wider society. We welcome applications from people of all backgrounds and personal characteristics. All staff must comply with GHP'S Safeguarding Policy and Code Conduct (visit our website for more information). When handling data, all employees and consultants are required to follow the guidance set out in the Data Protection Guidance.

**Disclaimer on Artificial Intelligence:** As part of the recruitment process at GHP, we want to see how candidate's personal and unique experiences and skills can contribute to our work and our mission. Therefore, the use of AI tools is discouraged throughout all steps of the recruitment process, including application, assessment, and interview.