NHS Scotland Global Citizenship Framework

Setting the direction for global citizenship in NHS Scotland

Contents

Foreword by Chief Medical Officer for Scotland

It gives me great pleasure to present this Framework, which sets the direction for the NHS Scotland Global Citizenship Programme and outlines the principles which underpin it.

Since its inception in 2018, the NHS Scotland Global Citizenship Programme has established and supported the growth of a vibrant community of NHS Scotland staff who take part in, or are interested in taking part in, global health work and international volunteering. As well as providing the environment for networking and sharing of experience and expertise, an important part of the Programme's work has been to develop and signpost to good practice guidance, to ensure that the work we and our Community take part in is ethical, sustainable and effective.

Despite a very challenging few years due to the pandemic and other local and global events, NHS staff in Scotland have continued to support and to learn from partners in countries all over the world. This global outlook ensures not only that Scotland's NHS staff are able to share skills and expertise with other health systems, but also that they are in a position to learn from those same health systems and to bring home new ideas and approaches; a mindset that is essential in these challenging and ever-changing times.

There has been an extensive engagement period in the development of this work, and I am grateful to all those who have contributed to the development of the Framework and its principles. The ten principles in this Framework set out how the NHS Scotland Global Citizenship Programme contributes to the wider global citizenship landscape in NHS Scotland and clarifies the important role that global health work and international volunteering plays. These principles clarify the scope of the Programme and how it contributes to the Scottish Government's International Development Strategy and commitment to good global citizenship, including through our contribution to overseas development and humanitarian activities in line with the UN Sustainable Development Goals.

The new Health Partnership Programme will be a testament to the dedication and commitment of the NHS Scotland Global Citizenship Community. This new initiative, funded by the Scottish Government's International Development Fund in line with its commitment to good global citizenship, will provide strategic and financial support for health partnerships, in line with our partner country priorities.

I look forward to this next chapter for the Programme and the new opportunities for bi-directional learning, collaboration and partnership working that it presents.

Purpose of the Framework

In 2018, the NHS Scotland Global Citizenship Programme ("The Programme") was launched to increase NHS Scotland's global health contribution by providing guidance, co-ordination and support to the NHS staff and Health Boards who participate in global health partnership work and international volunteering ("the Community").

Over that time the Community has continued to grow, reflecting the significant number of NHS Scotland staff who undertake a wide variety of global health work with partners around the world.

This NHS Scotland Global Citizenship Framework consolidates the learning over these early years and sets the direction for global citizenship in NHS Scotland over the years to come.

This Framework clarifies the scope of the Programme, the principles that underpin it and its contribution to wider Scottish Government priorities. It also takes account of recent advances in good practice in global health and international development to ensure the Programme continues to maximise the mutual benefit of global health participation for patients, health workers and the health service here in Scotland and overseas.

The Programme contributes to the following National Outcomes detailed in Scotland's National Performance Framework (NPF)[1]:

▶ **International – 'we are open, connected and make a positive contribution internationally'**

▶ **Health – 'we are healthy and active'**

It also sits within an NHS Scotland-wide approach to addressing health inequality, poor health and climate change which collectively we refer to as 'the NHS approach to Global Citizenship'.

Further information on the interlinkages between the NPF, the NHS approach to Global Citizenship and the Programme is available in the resource 'NHS Scotland and the Sustainable Development Goals (SDGs)'[2].

Abbreviations

GC	Global Citizenship
GH	Global Health
(Scottish) GHCU	(Scottish) Global Health Coordination Unit
HIC	High-income country
LMIC	Low- and middle-income country
NHS	National Health Service
RCSPG	Royal College of Surgeons and Physicians of Glasgow
SDGs	Sustainable Development Goals
THET	Tropical Health Education Trust
TPI	Twinning Partnerships for Improvement
WHO	World Health Organization

A word on the terms "Global Citizenship" and "Global Health"

In this Framework and in the Programme's core work, the term "Global Citizenship" is used to mean the wider concept that our world is interlinked and inter-dependent, and "Global Health" to describe more specific health activities within this definition. We acknowledge that the use of the two terms can be confusing, overlapping and that "health" itself can have a broad definition.

"the Programme" refers to the NHS Scotland Global Citizenship Programme.

"the Community" refers to the NHS Scotland staff who participate in or are interested in participating in global health work.

"the Advisory Board" refers to the NHS Scotland Global Citizenship Advisory Board which oversees the Programme.

"the NHS Scotland approach to Global Citizenship" refers to the broader definition of global citizenship. Please note this is wider that the scope of the NHS Scotland Global Citizenship Programme – see section 1.

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Executive Summary - Global Citizenship in NHS Scotland

What is the NHS Scotland Global Citizenship Programme?

The NHS Scotland Global Citizenship Programme aims to increase NHS Scotland's global health contribution by making it easier for all NHS staff to participate in global citizenship, both here in Scotland and overseas.

The Programme provides guidance, co-ordination and support to its Community – NHS staff and Health Boards who participate in, or are interested in participating in, global health partnership work and international volunteering.

Why join the NHS Scotland Global Citizenship Community?

Be part of a supportive community of NHS staff who are passionate and dedicated to global health work.

Network and share learning with colleagues and overseas partners.

Learn about and influence NHS policies and practices that make it easier for NHS staff to participate in global health work.

Access support and good practice guidance to ensure your global health work is good quality, ethical and effective.

Good Global Citizenship in the NHS - the Principles

These ten Principles detail 'what good looks like', and how the Programme will support NHS staff and Health Boards to ensure the global health work they undertake with partners is ethical, sustainable and effective.

Alignment Be aligned to the Scottish Government's commitment to good global citizenship and respect partner country priorities.	**Leadership** Reflect the diversity, skills and experience of the communities it serves, here in Scotland and overseas.	**Environmental Sustainability** Encourage staff to incorporate sustainability into their global health work and consider how they can contribute to the response to the climate emergency.
Equality, Diversity and Inclusion Be as accessible as possible for all NHS Scotland staff.	**Power and Privilege** Work to minimise power imbalances within global health, recognising that it has influence beyond Scotland's borders.	**Health Board Commitment** Embed global citizenship within Health Board structures, governance and policies.
Quality Improvement Encourage health partnerships to adopt QI methodology to support collaboration, co-development, and sharing of knowledge.	**Monitoring and Evaluation** Encourage health partnerships to integrate monitoring and evaluation into their work to ensure best value for all.	**Learning and Good Practice** (a) Provide accessible resources for the Community and (b) Ensure learning is captured, shared and reflected upon.
Working With Others Work with and engage a wide range of internal and external partners to address global health challenges.		

For more information and to get involved:

Email: ScottishGHCU@gov.scot   Website: www.scottishglobalhealth.org

Section 1 - Global Citizenship – Definitions and Scope

This section describes the wider global citizenship context in Scotland and clarifies the scope of the NHS Scotland Global Citizenship Programme, which focusses on global health partnership work and international volunteering.

Global Citizenship in NHS Scotland

Global citizenship is a broad concept and encompasses many overlapping and interlinked areas of healthcare and of life in general. Global citizenship is defined by the International Development Education Association of Scotland (IDEAS) as follows:

> "Global Citizenship describes a sense of belonging to a larger global community, a recognition that every person is a citizen of the world and that we all have responsibilities to each other and to our planet. It involves understanding and appreciating diverse cultures, perspectives, and ways of life, as well as recognising and addressing global challenges such as climate change, poverty, inequality and armed conflict. A global citizen strives to be informed and engaged in both local and global issues, collaborating with others to promote a kinder, fairer and more sustainable world for all."[3]

The Programme has already developed wider "Active Global Citizenship" resources, which define global citizenship within NHS Scotland as being based on three key principles: the understanding that inequity leads to health inequality; poverty causes poor health; and climate change is a public health emergency[4].

In the context of the NHS, areas such as environmental sustainability, addressing health inequalities, working towards the SDGs, and participating in international health partnerships all fall under the umbrella of "global citizenship".

The NHS Scotland Global Citizenship Programme

The NHS Scotland Global Citizenship Programme aims to increase NHS Scotland's global health contribution by making it easier for all NHS staff to participate in global citizenship, both here in Scotland and overseas.

The Programme's focus is on global health partnership work and international volunteering. The Programme is overseen by the **NHS Scotland Global Citizenship Advisory Board** ("Advisory Board") and supported by the **Scottish Global Health Co-ordination Unit**, which sits within the Directorate for the Chief Medical Officer for Scotland, in the Scottish Government. The Programme is jointly funded by the Health and the External Affairs Departments of the Scottish Government.
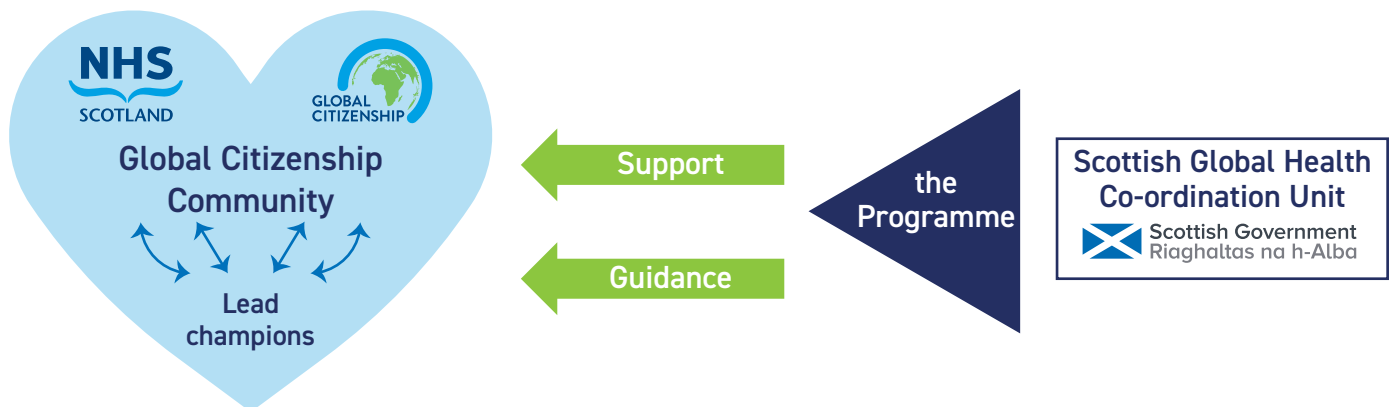
Figure 1: this image explains the relationship between the Scottish Global Health Co-ordination Unit, the Programme and the Global Citizenship Community

The role of the Programme is to:

1. **Create the conditions for a supportive community of NHS staff,** who are passionate and dedicated to global health work to be able to come together, network and share learning with each other and overseas partners.

2. **Influence NHS policies and practice** to make it easier for NHS staff to be able to participate in global health work. This includes evidencing the value of global citizenship participation to Health Boards and wider NHS.

3. **Promote good practice** in global health work – supporting good quality, effective and ethical global health work, recognising that NHS staff take their NHS reputation with them when they volunteer overseas.

Background

International development is an important part of Scotland's global contribution. For many years, people from across all staff groups in NHS Scotland have made a significant personal and professional contribution to global health partnership work at home and in low- and middle-income countries (LMICs).

In 2015 the Scottish Global Health Collaborative (now stood down) commissioned the Royal College of Physicians and Surgeons of Glasgow (RCPSG) to undertake an analysis of international volunteering by Scotland's health service workers and put forward recommendations on how to optimise the benefits from this activity to healthcare services in partner countries and in the Scottish NHS.

The findings of this work, which are set out in the policy report 'Global Citizenship in the Scottish Health Service'[5], highlight the many and varied benefits of global health work to both partners overseas and to individuals, patients and the NHS in Scotland. The report also sets out recommendations for a more structured approach to the management of global citizenship activities across NHS Scotland.

In June 2018 the NHS Scotland Global Citizenship Programme was formally launched by the Cabinet Secretary for Health and Social Care and the Minister for International Development.

Details of key deliverables are reported in the annual report of the Scottish Government's overall contribution to international development and published on the Scottish Government website.

Key achievements include:

▶ National network of Global Citizenship Lead Champions across NHS Scotland Special and Territorial Health Boards

▶ Scottish Global Health website (www.scottishglobalhealth.org) established providing a range of resources and tools for NHS staff involved in global health work

▶ Development of a health partnership mapping tool, aligned with the SDGs

▶ Annual NHS Scotland Global Citizenship conference attended by NHS staff and international attendees and speakers

▶ Global Citizenship recognised at the Scottish Health Awards, a national award ceremony recognising excellence in health and care

▶ Production of the 'NHS Scotland Global Citizenship Doing It Well Guide'[6] for NHS Boards and staff about how to get involved in Global Citizenship

▶ Clarification on the use of NHS HR policies to support global citizenship participation

▶ Publication of materials to promote the global health work of NHS staff and partners, for example the publication 'Stories of People, Partnership and Place'[7]

NHS Scotland Global Citizenship Community

The NHS Scotland Global Citizenship Community brings together and supports NHS staff who are passionate about and dedicated to global health partnership work and international volunteering. The Programme supports them to connect and share their ideas, experiences and expertise.

The Community comprises representation from across all staff groups reflecting the important role that all NHS professions play in global health partnership work.

The Community is supported locally by Global Citizenship **Lead Champions**. This is a national network of individuals who act as local co-ordinators for global citizenship activity within their Health Board and are represented on the Advisory Board.

Members of the Community undertake their global health work through organisations such as charities, Royal Colleges, Universities and in some cases their Health Boards. They are involved in a range of work, from long term health partnerships to providing humanitarian relief in crisis and conflict situations.

Scope

The Programme provides guidance, co-ordination and support to Health Boards and those employed by NHS Scotland as per the original commission from Scottish Ministers.

The Programme does not fund or deploy NHS staff to deliver projects overseas.

Section 2 – The Ten Principles

In developing the Framework, we acknowledge several existing statements of values and principles which are applicable in the global health and international development space; many of which are referred to throughout this document. The principles set out in this Framework do not seek to replace or diminish those. Instead, our aim is to provide clarity to the NHS Scotland Global Citizenship Community on the position of the Programme within the wider global citizenship landscape in NHS Scotland and the principles that underpin it.

These principles are:

1. Alignment

2. Leadership

3. Environmental Sustainability

4. Equality, Diversity and Inclusion

5. Power and Privilege

6. Health Board Commitment

7. Quality Improvement

8. Monitoring and Evaluation

9. Learning and Good Practice

10. Working with Others

Methodology

The Framework and updated Equality Impact Assessment (EQIA) for the Programme have been developed collaboratively with a broad range of groups and individuals from across NHS Scotland, Scottish Government, academia, third sector and the wider international development and global health community within Scotland and beyond.

This work has been overseen by the Advisory Board who would like to thank all of those who made time to engage and share their views on the future of the Programme.

Equality and human rights issues have been considered throughout the development of the Framework and a summary of the results of the EQIA are published alongside the Framework.

Principle 1 – Alignment

Aim: The Programme is aligned to the Scottish Government's commitment to good global citizenship, addressing health inequalities in Scotland and overseas, and being led by partner country priorities.

This Framework sits within, and is aligned with, higher level Scottish Government and NHS policies (see **Annex A**). The Framework reflects our commitment to strengthening partnerships in the area of health, in line with the Scottish Government's International Development Strategy[8] and the 2020/21 review of its approach to international development[9]. The review also commits to:

▶ **ensuring a feminist approach is mainstreamed in spending**

▶ **mainstreaming climate justice considerations**

▶ **supporting a shift in power to the South**

The International Development Programme Principles, designed as part of the review process, are detailed in **Annex B**, and provide an important foundation for this Framework.

This collaborative approach across the Health and International Development portfolios reflects the Scottish Government's commitment to Policy Coherence for Sustainable Development and commitment to the implementation of the United Nations Sustainable Development Goals[10].

Partner country priorities

Alignment should be considered in the context of direct health priorities, and wider priorities that interact with health, for example increasing resilience to climate change.

The Programme promotes learning and good practice (Principle 9); global health work should be aligned to partner country needs and priorities, as set by their national government. In this context, the term 'partner country' refers to any other country working alongside and in partnership with NHS Scotland staff or Health Board.

Future direction

The Programme aligns to Scottish Government priorities and approaches in Health and International Development, and promotes global health work that respects international partner priorities, to ensure it delivers for the people of Scotland and partner countries.

Principle 2 – Leadership

Aim: Leadership of the Programme reflects the diversity, skills and experience of the communities it serves, here in Scotland and overseas.

The Programme's Advisory Board is committed to ensuring its leadership consists of a diverse group of people with the necessary skills, experience, values, behaviours and relationships. This includes acknowledging the power imbalances that exist in global health, and the influence and privilege that the Programme's leadership holds.

This position reflects 'The Blueprint for Good Governance in NHS Scotland'[11] which highlights the importance of a diverse leadership team, including:

▶ **reflecting the communities they serve**

▶ **diversity of thought to improve decision making and to avoid 'group think'**

▶ **ultimately improved organisational culture and increased public confidence**

Leaders as role models

Senior leaders at national, local and departmental levels have an opportunity to influence organisational culture across NHS Scotland. We encourage NHS leaders to champion the values of good global citizenship, ethical practice and environmental sustainability in their work and engagement with colleagues and staff.

Future direction

The Programme will ensure NHS Scotland Global Citizenship leadership represents the interests of the communities they serve and have influence over, in Scotland and overseas.

Principle 3 – Environmental Sustainability

Aim: The Programme encourages the NHS Scotland Global Citizenship Community to incorporate environmental sustainability into their global health work and consider how they can contribute to the response to the climate emergency.

The World Health Organization has identified climate change as "the single biggest health threat facing humanity"[12]. and the Lancet Commission described addressing climate change as "the greatest global health opportunity of the 21st century"[13].

Global citizenship can be thought of as "thinking globally, acting locally", a phrase that is also commonly used by environmental groups. For example, the NHS Scotland Climate Emergency and Sustainability Strategy set out plans to reduce its impact on the environment and to ensure resilience to changes in Scotland's climate[14]. It makes clear that environmental and climate action can have co-benefits for health if delivered with the right intent.

Environmental sustainability is a central part of the NHS Scotland approach to Global Citizenship, as detailed in the Active Global Citizenship resources.

Globally, the healthcare sector is responsible for approximately 5% of global net emissions[15]. This means that if the health sector were a country, it would be the fifth-largest emitter on the planet. It is therefore important that we are mindful of the impact that global citizenship activities can have on the planet and commit to making decisions with planetary health in mind.

For example, global health partnership work frequently involves air travel, often to and from Global South countries that are already disproportionately affected by the effects of climate change. Careful thought is needed around the use of air travel, and the balance of this against the benefits of in-person meetings between partners. The growth of remote and videoconferencing technologies allows meetings and conferences to be held virtually and should be considered in the first instance.

Consideration of the potential environmental impacts of other aspects of global health work is also important. This could be as a result of activities such as the introduction of new clinical practices, medical devices or medicines. There is much to learn from other countries' approaches to climate adaptation. Working in partnership to identify opportunities that maximise positive environmental and health co-benefits is essential to achieving a more sustainable model of healthcare delivery.

Future direction

The Programme will:

▶ raise the profile and importance of environmental sustainability to the Community and create opportunities to consider the impact global health activity can have on the environment

▶ promote global health work which supports more sustainable practices in healthcare delivery.

Case study

Active Global Citizenship resources

The Programme worked with Edinburgh-based education charity Scotdec, and Bridge 47 – Building Global Citizenship network to develop a range of resources for NHS Scotland staff who wish to engage in global issues and sustainability. These resources cover 'Responsible Consumption', 'Poverty at home and abroad' and 'Power and Partnership'.
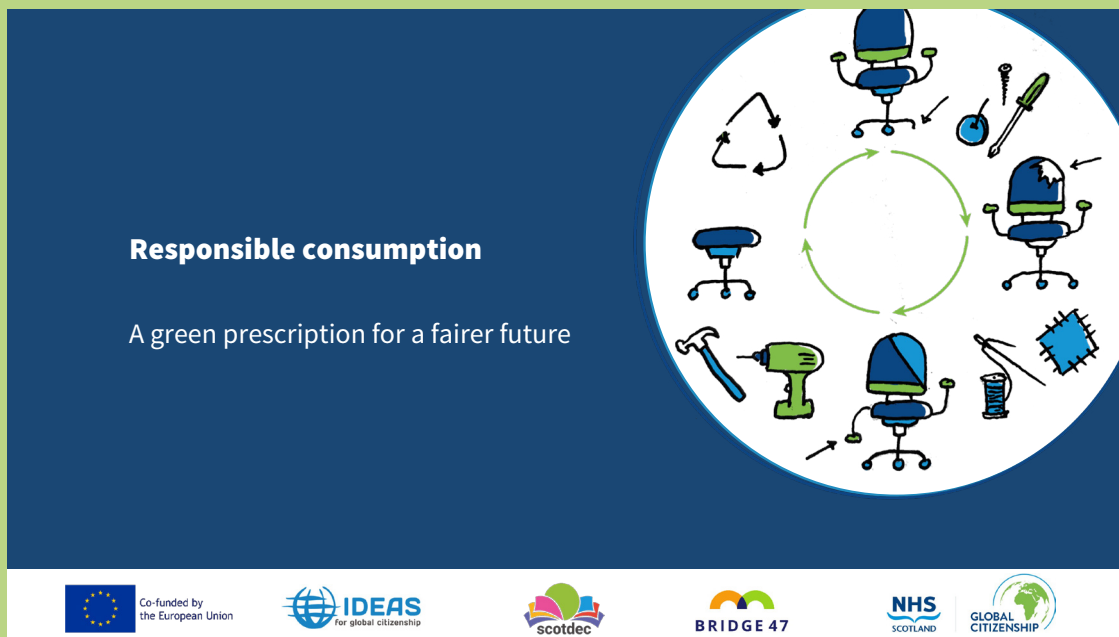
Figure 2: Slide from the Responsible Consumption PowerPoint training session[16]

Principle 4 – Equality, Diversity and Inclusion

Aim: The NHS Scotland Global Citizenship Community is as accessible as possible for all NHS Scotland staff.

Participation available to all

The opportunity to participate in the Community is available to all NHS Scotland staff. The Programme does not align to any particular ideology or religion and welcomes participation from all secular or religious backgrounds. The Programme supports the Scottish Government's opposition to racism in all its forms[17].

Participation accessible to all

The Programme is aligned to the NHS Scotland policy on Equality, Diversity and Human Rights[18]. Socially constructed barriers may make it more difficult or unlikely for some people to participate in the Community than others. An Equality Impact Assessment has been conducted which looked to understand potential barriers for people with protected characteristics and the lessons learnt have been incorporated into the Framework.

The level of rights given to some population groups varies significantly around the world and this may make it difficult for NHS staff to feel confident in making an informed decision regarding how and where they work abroad. For example, homosexuality is a punishable offence in some partner countries. The Programme supports decision-making in complex and nuanced situations such as these, by providing good quality education materials for the Community (Learning and Good Practice - Principle 9).

NHS staff participate in global citizenship in a range of different ways and from different backgrounds, including professional groups. The Programme will promote the range of ways clinical and non-clinical NHS staff are involved in global health activities, including remote working and other options, through sharing stories and signposting to resources.

Future direction

The Programme will identify and promote the variety of ways that all NHS Scotland staff can participate in global health work.

Principle 5 – Power and Privilege

Aim: The Programme works to minimise power imbalances within global health recognising that it has influence beyond Scotland's borders, and in particular in the LMICs in which the Community is active.

The international development and global health sectors are heavily influenced by colonial legacies which have left behind power imbalances and positions of privilege which can continue to influence health partnership work today. Issues around power, identity, privilege and how these affect the delivery of SDG 17 'Partnership for the goals' are explored further in the NHS Scotland Active Global Citizenship resources.

Concerted action is required to ensure such legacies are addressed and do not unintentionally perpetuate racism, inequity and the centring of Global North knowledge structures and cultures.

The Programme will do this by:

▶ **Amplifying Global South voices, both at home and overseas –** making links between the Community, its leadership on the Advisory Board, others with academic expertise and with lived experience, for example diaspora NHS staff and ethnic minorities as well as partners overseas (see also Principle 10 – Working with Others).

▶ **Education and Learning –** developing good quality educational resources for NHS staff, as well as highlighting and signposting to existing good practice guidance that addresses issues around ethics in international volunteering, cultural competence, racism and social justice etc. (see also Principle 9 – Learning and Good Practice).

▶ **Language and Imagery –** ensuring the use of language and imagery reflects the Programme's commitment to ethical and sustainable health partnership work with partners. The Scottish International Development Alliance have developed a useful Guide to Inclusive Language[19] which aims to help those operating in the sector to avoid bias, stop reinforcing existing power structures, and convey respect.

Future direction

The Programme will seek to minimise paternalism, colonial narratives and power imbalances through continually reviewing its work, language and imagery and by equipping the Community to be able to do the same.

Principle 6 – Health Board Commitment

Aim: Global citizenship is embedded within Health Board structures, governance and policies.

The benefits of global citizenship participation by NHS staff to the Health Service are detailed in the policy report "Global Citizenship in the Scottish Health Service" and include:

▶ **support wellbeing and professional development of staff**

▶ **improve Scottish patient experience**

▶ **system learning and capacity building**

▶ **enhancement of recruitment and retention**

To achieve this, organisational commitment to global citizenship is required at Board level. This includes:

▶ **A nominated local Global Citizenship Lead Champion in every Health Board –** to act as a local co-ordinator for health partnership work in the organisation.

Several Health Boards have combined the role of Lead Champion with other related priorities such as inducting and supporting staff from overseas or support for migrant workers and asylum seekers settling in the local area. In these instances, NHS staff have benefited from dedicated time and practical support to undertake the role.

▶ **A senior sponsor at the highest level –** to champion global citizenship across the organisation.

Some Health Boards have a nominated senior sponsor for global citizenship on their executive team helping embed a culture of global citizenship across the organisation.

▶ **Local Global Citizenship Guidance for staff –** explaining the application of NHS HR policies locally within Health Boards to support global citizenship.

Decisions on the release of staff are a matter for individual Health Boards who are best placed to consider such requests alongside ensuring safe staffing levels and continuity of services.

Future direction

The Programme will:

▶ explore how best to support NHS Boards to embed global citizenship into their structures, governance and HR policies

▶ continue to promote the benefits of global citizenship to the NHS, the work of Lead Champions and make the case for dedicated time and support for those in that role.

Case Study

In 1991, staff members from NHS Borders established a health partnership with Zambian colleagues to support work to improve education, service delivery and patient experience at St Francis Hospital, Zambia. A formal partnership between St Francis Hospital and NHS Borders was confirmed in 2008. This ongoing health partnership is supported by the charity, the Logie Legacy Trust.

Principle 7 – Quality Improvement

Aim: The Programme encourages health partnerships to adopt QI methodology to support collaboration, co-development, and sharing of knowledge.

NHS Scotland has a long track record of commitment to quality improvement. Initially focused on improving the quality of health care, Scotland has led the way in demonstrating the transferability and applicability of the improvement methodology beyond health and into the wider public services, creating unique collaborations among very different sectors and areas of work[20].

Quality improvement methodology provides a means of delivering better services, care, and improved health and wellbeing outcomes for the people of Scotland and in partner countries overseas. The 'Quality Improvement Journey' provides a framework for developing, testing and implementing changes leading to improvement and can be applied to a variety of different projects and initiatives at local and national level[21].

The WHO 'Twinning Partnerships for Improvement' (TPI) initiative provides advice and support for any health institution interested in improving the quality of health service delivery through twinning partnerships[22]. TPI is based on a "doing while learning" model in which the collaboration, co-development, and sharing of knowledge are core elements. The WHO supports institutions in establishing strong relationships, implementing effective improvements and spreading the learning across local, regional and national health systems.

Future direction
The Programme will encourage the Community to adopt quality improvement methodology in their health partnership work.

Case study

Quality Improvement for Health Partnerships Programme
NHS Scotland is participating in a tripartite health partnership with the Ministries of Health in Zambia and Malawi, with funding in support of the partnership from the Scottish Government's International Development Fund. The purpose is to improve quality of care through sharing knowledge and experience across the partnership, on quality improvement (QI) capacity building and using QI approaches in patient safety initiatives. Established with support from the WHO, this partnership is led on the Scottish side by NHS Healthcare Improvement Scotland (HIS), with a strong ethos of all partners bringing expertise to the table and learning from each other.

Principle 8 – Monitoring and Evaluation

Aim: The Programme encourages health partnerships to integrate monitoring and evaluation into their work to ensure best value for all.

The Organisation for Economic Co-operation and Development's (OECD) 'Guidelines for Project and Programme Evaluation'[23] identify the purpose of evaluation as being:

▶ **Learning from experience – reflecting on what worked and what didn't, can help improve projects**

▶ **Transparency – evidence how resources have been used and to what effect**

▶ **Deepening understanding – through collaboration and discussion with partners throughout the evaluation process and on the back of the findings**

▶ **Improved communication - encourage communication and understanding within and between different groups**

All health partnership work should incorporate rigorous monitoring and evaluation processes. This work can build on the quality improvement approach set out under Principle 7. Monitoring and evaluation can be difficult, but not if started during the initial planning phase.

The Tropical Health and Education Trust (THET) have produced a range of resources to support health partnerships to monitor, evaluate and reflect on their activities and results[24]. This includes a monitoring and evaluation plan and number of case studies exploring how others have approached this work.

The Development Assistance Committee (DAC) Network on Development Evaluation has set out recommendations to ensure the protection of those involved in evaluation[25]. These include complying with all relevant ethical standards, seeking participants' informed consent, ensuring individually identifiable information is only featured (with participant permission) when there is no possibility that its use will lead to negative consequences and that media (e.g. photos, videos) should only be taken with informed written consent and is used carefully with due consideration for the protection and dignity of the consenting individuals involved.

Future direction

The Programme will encourage rigorous and collaborative monitoring and evaluation of health partnership work and sharing of results with all those involved.

Principle 9 – Learning and Good Practice

Aims:
a) The Community has access to resources to enable them to conduct global health work ethically and sustainably, according to recognised good practice.
b) Learning from the Community is captured, shared and reflected upon for wider application, and examples of good practice are promoted.

The Programme promotes good practice

The Programme raises awareness of important areas of good practice in global health work, including:

▶ **minimising power imbalance and the legacy of colonialism**

▶ **the importance of cultural competence**

▶ **prioritising partner country needs and priorities**

▶ **the climate impact of global health work**

▶ **using Quality Improvement methodology**

▶ **safeguarding**

The Programme signposts to credible, high-quality guidance in global health, such as:

▶ **The Health Partnership Model:** based on co-production, reciprocity and bi-directional learning. It is supported by the WHO, THET and the Scottish Government's approach to international development

▶ **Good practice guides:** such as the 'Twinning Partnerships for Improvement' (TPI) guide, THET's Principles of Partnership[26], the '10 Steps to Safe Medical Equipment Donations'[27].

The Programme promotes bi-directional learning

The Programme creates opportunities for the Community and partners to share learning from their work with a wider audience. This can be at NHS Scotland Global Citizenship events or in published materials.

Celebrating Successes

NHS Scotland staff and their partners are recognised for their commitment and dedication to improving health globally. Excellence in global health work is recognised at Scotland's Health Awards, at local awards within Health Boards, and other initiatives.

Future direction

The Programme will:

▶ Support the Community to practise ethical global health involvement, with good quality educational resources

▶ Explore how learning from global health work between NHS staff and partners can be better captured, shared and reflected upon for wider application across the health service.

Case study

NHS Scotland Global Citizenship Conference

The Programme organises an annual conference to showcase global health work by NHS Scotland staff and partners, and to facilitate conversations around topics important to the Community. The shift to an online format over recent years has opened up the event to international partners, speakers and experts from all over the world.

Principle 10 – Working with Others

Aim: The Programme works with and engages a wide range of internal and external partners to address global health challenges.

The Programme works with and engages a wide range of groups and communities, in the recognition that global citizenship is a broad and interlinked discipline.

There is a vibrant community of NHS staff across Scotland with active experience and/or an interest in becoming involved in global health work. The Programme creates opportunities to bring the Community together to share learning and exchange knowledge. This is done in ways that encourage inclusivity and relationship-building.

Scotland is an increasingly diverse country, and the Programme seeks to capitalise on the expertise and experience within our borders, to ensure that the values that underpin the Programme and the practices the Programme supports are ethical, respectful and promote solidarity.

The Programme also engages and collaborates with a wide range of stakeholders in the field of global health more generally. This includes administrations across the UK, charities and the third sector, the academic sector and professional bodies such as the Royal Colleges.

Future direction
The Programme will:

▶ continue to work to engage NHS staff with diaspora heritage, who bring expertise and perspective from partner countries

▶ continue to forge links with a wide range of groups and organisations that share common interests, to learn, listen and seek opportunities for joint working.

Case study

10 Steps to Safe Medical Equipment Donations
NHS Scotland, the Scottish Government and 3rd sector organisations collaborated to review the standards required for donations of medical equipment to LMICs. The findings of the review have informed the development of a new 10 Step guide for safe and effective medical equipment donations.

Conclusion

The NHS Scotland Global Citizenship Framework sets out the ten Principles which underpin the NHS Scotland Global Citizenship Programme and the direction for global citizenship in NHS Scotland.

These Principles detail "what good looks like" and support NHS staff and Health Boards to ensure the global health work they undertake with partners is ethical, sustainable and effective.

The Framework makes clear NHS Scotland's ongoing commitment to global citizenship, for the benefit of patients, health workers and the health service both here in Scotland, and beyond.

Further Information

For further information on the NHS Scotland Global Citizenship Programme or how to join the Community please visit www.scottishglobalhealth.org or contact the Scottish Global Health Co-ordination Unit at ScottishGHCU@gov.scot.

Annex A - Policy Context

The NHS Scotland Global Citizenship Framework is aligned with higher level Scottish Government and NHS policies, including:

Scotland's International Development Strategy (2016)

This strategy sets out the Scottish Government's intentions in respect of its international development activity. Following a review of our approach to international development in light of COVID-19, the Vision set out in the 2016 International Development Strategy remained unchanged.

Scotland's Global Affairs Framework (2022)

The Global Affairs Framework[28] sets out the values and principles underpinning the Scottish Government's international work and the basis on which the Scottish Government will prioritise its international activity.

Scotland's International Strategy (2024)

'Scotland's International Strategy – Delivering for Scotland'[29] sets out the Scottish Government's approach to international engagement and delivery. It establishes how its international role, vision, and values inform wider work, such as the long-standing International Development programmes with African partner countries.

International recruitment of health and social care personnel: code of practice – revised (2023)

Scottish code of practice for the international recruitment of health and social care personnel[30].

NHS Scotland climate emergency and sustainability strategy: 2022-2026

The strategy sets out plans for NHS Scotland to reduce its greenhouse gas emissions and impact on the environment, adapt to climate change and to better contribute to the United Nation sustainable development goals. It has been developed by the Scottish Government and NHS Scotland Assure.

National Performance Framework

The Scottish Government's National Performance Framework ensures that Government and Public Service create a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Annex B - Scottish Government International Development Programme Principles (2021)

1. Partner-country led development

We recognise that countries prioritise their own needs and lead their own development, therefore we fund work that is aligned with national / local plans and other in-country development partners. In supporting partner countries we make sure we have sufficient expertise and skills to form a partnership and add value, and also support them to move beyond aid to sustainable development, including adapting to the global climate emergency.

2. Equality

We recognise the enduring and intersectional inequalities that exist and we ensure reducing inequalities is central to how we work. We oppose racism in all its forms and aspire to be anti-racist in our work. We prioritise the rights of women and girls, their advancement and equality.

3. Amplify global-south voices

We encourage advocacy by and in support of the global south including the poorest and those living in vulnerable situations.

4. Inclusion and diversity

We question whose expertise we value, who we listen to and who holds the levers of power. We support new and innovative ways to break down barriers to harness a diverse range of new voices and new ideas to drive change.

5. Collaboration and partnerships

We build partnerships with a shared ethos and vision that benefit from expertise across partner countries to foster joint learning and co-create solutions to further our commitment in our 2016 International Development Strategy to the "Beyond Aid agenda".

6. Innovative, adapting and sustainable

We design programmes that are: flexible, resourceful and capable of responding to changing circumstances; are environmentally, socially and economically sustainable, with interventions that consider long-term aims, and take account of risk. Recognising that we are facing a global climate emergency, we will support increasing resilience to climate change and to transition to becoming, as appropriate, net-zero economies in a way that is fair, just and leaves no one behind.

7. Embrace technology

We support innovation to progress human health, wellbeing and environmental sustainability, such as improved access to digital services and using technology to reduce the need to travel, while acknowledging that technology can be a barrier to participation for some people in the global south.

8. Accountable, transparent and safe

The Scottish Government and our delivery partners are transparent and accountable to local communities and the general public in our partner countries and in Scotland; we ensure, that all of our work has appropriate safeguarding policies and practices in place.

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