

<b>Project Title</b>	The Capacity Project
<b>Client</b>	USAID
<b>Partners</b>	Intrahealth International, IMA World Health, JHPEIGO, Management Sciences for Health (MSH), Programme for Appropriate Technology in Health (PATH), Training Resources Group (TRG)
<b>Year(s)</b>	2004-2009

### **Context**

Strengthened human resources in the health sector are key pre-requisites for sustainable improvements to be made within the sector and for health related Millennium Development Goals to be met. The Capacity Project is designed to help developing countries build and sustain their health workforce so they are able to respond systemically to the challenges of implementing and sustaining quality health programmes. Issues such as insufficient numbers of health workers, staff with inadequate qualifications or experience and poor human resource planning and management are addressed.

### **Programme Objectives and Approach**

The Capacity Project aims to strengthen human resources to implement quality health programmes in developing countries. This will be delivered by focusing on:

- Improving workforce planning and leadership to ensure that the right type and number of health workers are deployed to the right locations
- Developing better education and training programmes so that health workers have the knowledge and skills to meet the needs of their communities
- Strengthening systems to support workforce performance and encourage workers to remain on the job.

LATH contracts a full time Senior Technical Adviser in workforce policy and planning. This role is responsible for two major areas of technical work: performance improvement, which includes education and training, and policy and planning, specifically in designing a sustainable framework for task sharing within the health workforce. Additionally LATH and LSTM's internal HR specialist provide regular technical inputs on this programme.

### **Results to Date**

Results to date can be categorised under three broad areas:

#### ***Demonstrating global leadership in human resources for health***

- **Global HRH Framework Developed.** The Project played a leading role in the development of the HRH Action Framework, published in *Working Together for Health: The World Health Report 2006*. As a global approach to support HRH,

- the framework provides comprehensive guidance and tools to help countries create concrete national HRH strategies and action plans.
- **HRH Leadership Network Expanded.** The Project contributed to the growth of a HRH leadership network in sub-Saharan Africa (38 leaders from 11 countries) formed through the Project's HRH Action Workshop in January 2006. Activities of the group have resulted in the implementation of country-level HRH action plans in Kenya, Tanzania and Uganda. The Project continues to support and build this network with country-level assistance.
- **HRH Virtual Leadership Development Programme Implemented.** The Project helped improve the leadership, management and communication skills of 14 HRH teams and 75 participants from eight countries in Africa. Participants in this programme developed by Management Sciences for Health are applying these skills to address challenges in their organisations and have created action plans to produce results.

#### ***Providing country-level support to implement effective and sustainable HRH programmes***

- **Workforce Planning Tool Developed and Applied in Eritrea and Rwanda.** To help countries better understand workforce issues and formulate optimal HR plans, the Project developed an HRH forecasting tool. In Eritrea and Rwanda, Project staff used the tool to provide long-term workforce projections that were incorporated into the countries' HRH strategic plans.
- **HR Information Systems Improved in Rwanda, South Africa and Uganda.** The Project has provided comprehensive assistance to assess and strengthen use of national-level HR information systems in Rwanda, South Africa and Uganda.
- **HRH Hiring and Deployment Transformed in Kenya.** The Project dramatically increased Kenya's HRH hiring rate and improved service access to remote villages. Through the Emergency Hiring Plan, 830 health workers have been rapidly hired, trained and deployed in high-need rural posts. Tanzania and Liberia have requested assistance to replicate the plan.

#### ***Generating, organising and communicating knowledge about HRH***

- **HRH Global Resource Center Launched.** Increasing global access to HRH resources, the Capacity Project created a digital library to assist HRH professionals to plan, develop and support the health workforce.
- **HRH Resources Developed.** Responding to gaps in the knowledge base, the Project published technical briefs and other resources on key HRH topics, including retention, human resources management, credentialing, collaborative approaches, task shifting and supporting existing cadres to learn new skills.
- **Health Care Worker Retention Initiative Designed.** The Project created a retention initiative that identifies best practices, supports the collection and use of workforce data and implements and tests a set of practices. In Uganda, the Project conducted a retention study and supported HR information system development to strengthen retention planning.
- **Tools to Integrate Gender Awareness into HRH Programmes Developed.** To strengthen the body of gender-related HRH resources, the Project developed training modules to integrate gender awareness in HRH projects and collected and reviewed existing training modules on gender-based violence.