CapacityPlus Overview

End-of-Project Event

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USAID
FROM THE AMERICAN PEOPLE

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PEPFAR

Capacity*Plus* At-a-Glance

USAID global project dedicated to human resources for health (HRH)

Launched Oct. 2009, closing Sept. 2015

Bureau-wide project supporting HRH goals across multiple offices

AAs: Central America, Dominican Republic, Kenya, Namibia, Nigeria, Uganda, West Bank/Gaza

Led by IntraHealth International with Abt Associates, IMA World Health, Liverpool Associates in Tropical Health (LATH), Training Resources Group (TRG)

Leaders in innovation and cost-effectiveness

www.capacityplus.org

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Project Goals

- Build country capacity to address health workforce challenges
- Support USAID and country priorities for increasing accessibility and quality of FP/RH, HIV/AIDS, MNCH services
- Contribute to USG and global initiatives to improve health outcomes: AIDS-Free Generation, EPCMD, FP 2020

Where We Worked: 27 Countries

Angola	El Salvador	Kenya	Mozambique	Rwanda	Zambia
Botswana	Ethiopia	Laos	Namibia	Senegal	Zimbabwe
Burkina Faso	Ghana	Liberia	Nigeria	South Africa	
DR Congo	Haiti	Malawi	Pakistan	Tanzania	
Dominican Republic	India	Mali	Peru	Uganda	

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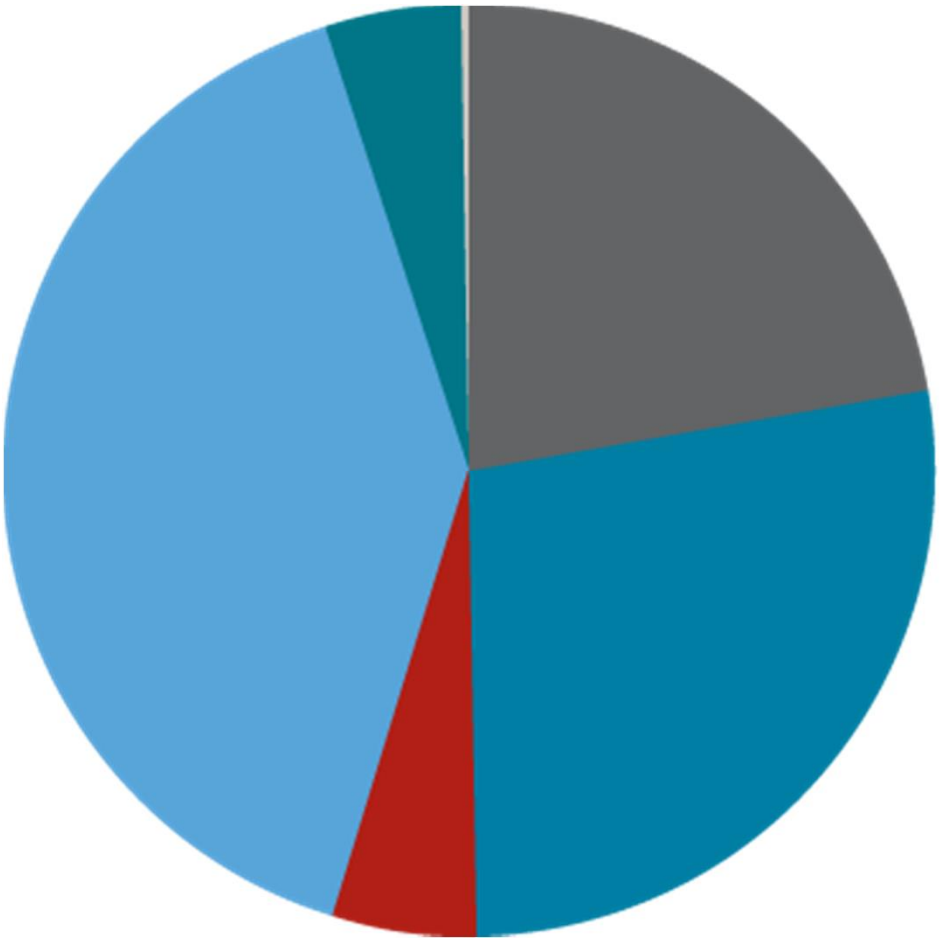
Funding by Source



Total Obligations = $60.1 million

- Pop core: $13,385,516
- HIV core*: $16,488,946
- HIDN core: $16,500
- Pop FS: $3,142,000
- HIV FS: $24,128,486
- MCH FS: $2,820,000
- Nutrition FS: $100,000

**HIV core funding included $3,500,000 in support of PEPFAR MEPI/NEPI*

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Global HRH Leadership

- Contributed to design and implementation of Second and Third Global Forum on HRH
- Supported multiple global and regional HRH consensus-building and resource development efforts
- Provided expertise for advocacy leading African parliamentarians to prioritize HRH as focus area
- HRH Global Resource Center: world's largest online HRH library with 17,000 monthly visits from almost every country
- Expanded global evidence base and thought leadership in HRH

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Innovative Capacity-Building Tools

- School management tools including Bottlenecks and Best Buys Approach, Dean's Dashboard
- iHRIS open source software platform for data-informed decision-making
- HRM Assessment Approach
- Rapid Retention Survey and Productivity Analysis and Improvement toolkits
- HRH Effort Index

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HR Management and Leadership

- Built global evidence base for importance of HRM
- Comprehensive HRM strengthening in Dominican Republic contributed to increased service access and use
- Leadership development in Uganda improved district-level facilities

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Country Highlight: Dominican Republic

- HRM assessment guided strategic plan, policy, and systems improvements (e.g., career law, job descriptions, reorganized services)
- Payroll analysis eliminated 3,913 “ghost workers”; $9.1 million in annual savings reinvested to hire health workers, improve services
- 500% increase over one year in Region IV in patient consultations for HIV, FP, prenatal care (from 2,039 to 12,237)

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Data for Decision-Making

- Å 22 countries using free, open source iHRIS software to manage over one million health worker records
- Å Countries using iHRIS data for decisions on recruitment and deployment to increase access to services
- Å Cost savings of over $275 million compared to commercial software

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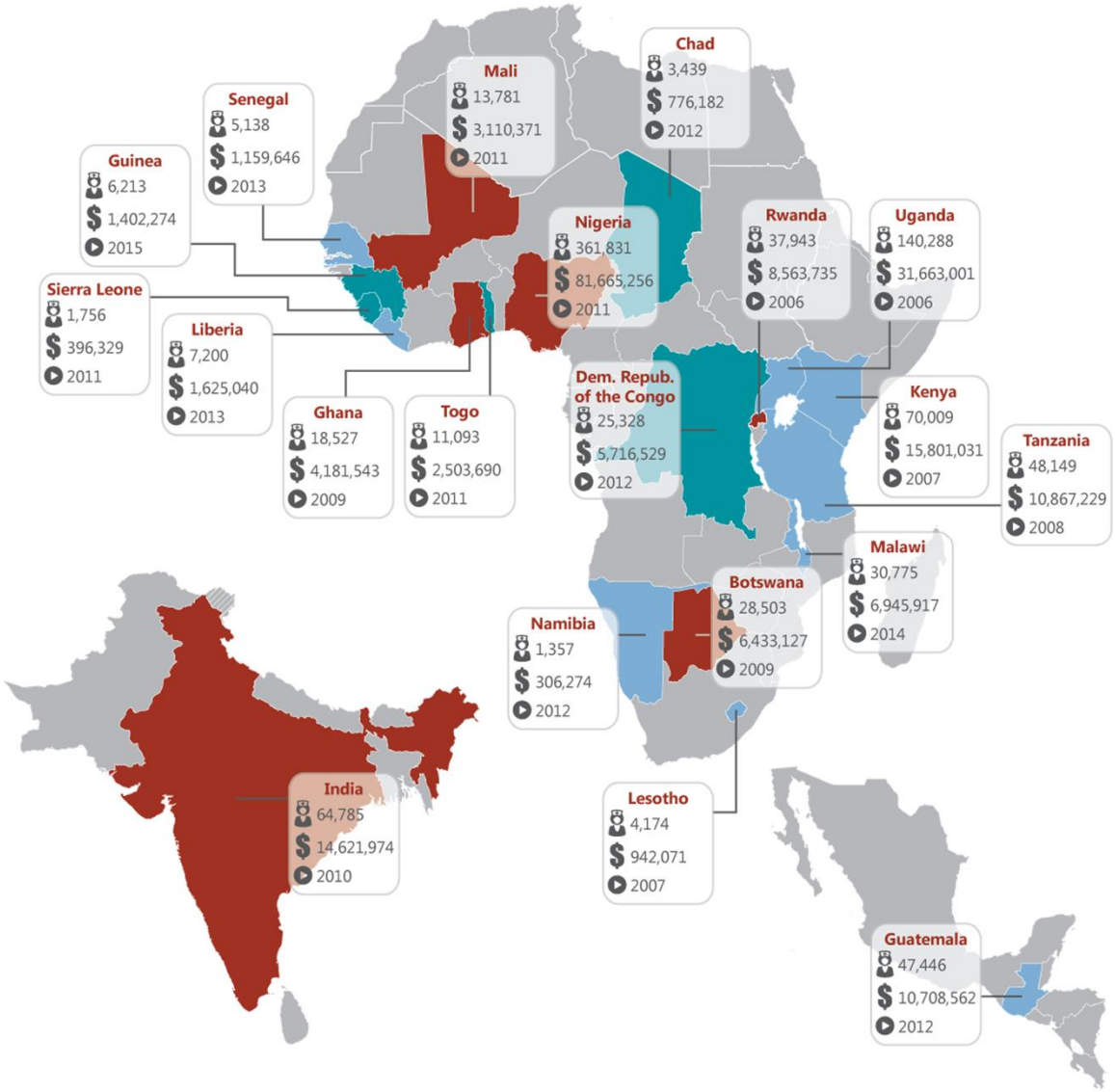
iHRIS Records and Cost-Savings by Country



Health Worker Records in iHRIS

Potential Cost-Savings Compared to Proprietary Software ($USD)

Start Year

Supported by the USAID-funded Capacity*Plus* project

Supported by other USAID projects

Independently implementing or supported by other donors/partners

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Country Highlight: India

The State of Jharkhand uses iHRIS data to increase access to MNCH and FP services

112 specialists with emergency obstetric care skills redeployed to 1st Referral Units (community health centers)

Significant increases in antenatal care (740%), facility births (nearly 12 times), Caesarean sections for women in need (nearly 20 times).

Four-fold increase in women choosing postpartum IUD (due to combination of redeployments and other programs)

450 new medical officers recruited (34% increase) and posted in high-vacancy districts

900,000 additional Jharkhand residents can now access health services

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Transforming Preservice Education

- Supported 50 schools in 12 African countries
- Contributed to over 9,000 new health workers
- Built schools' capacity to continue scaling up production and improving efficiency and quality

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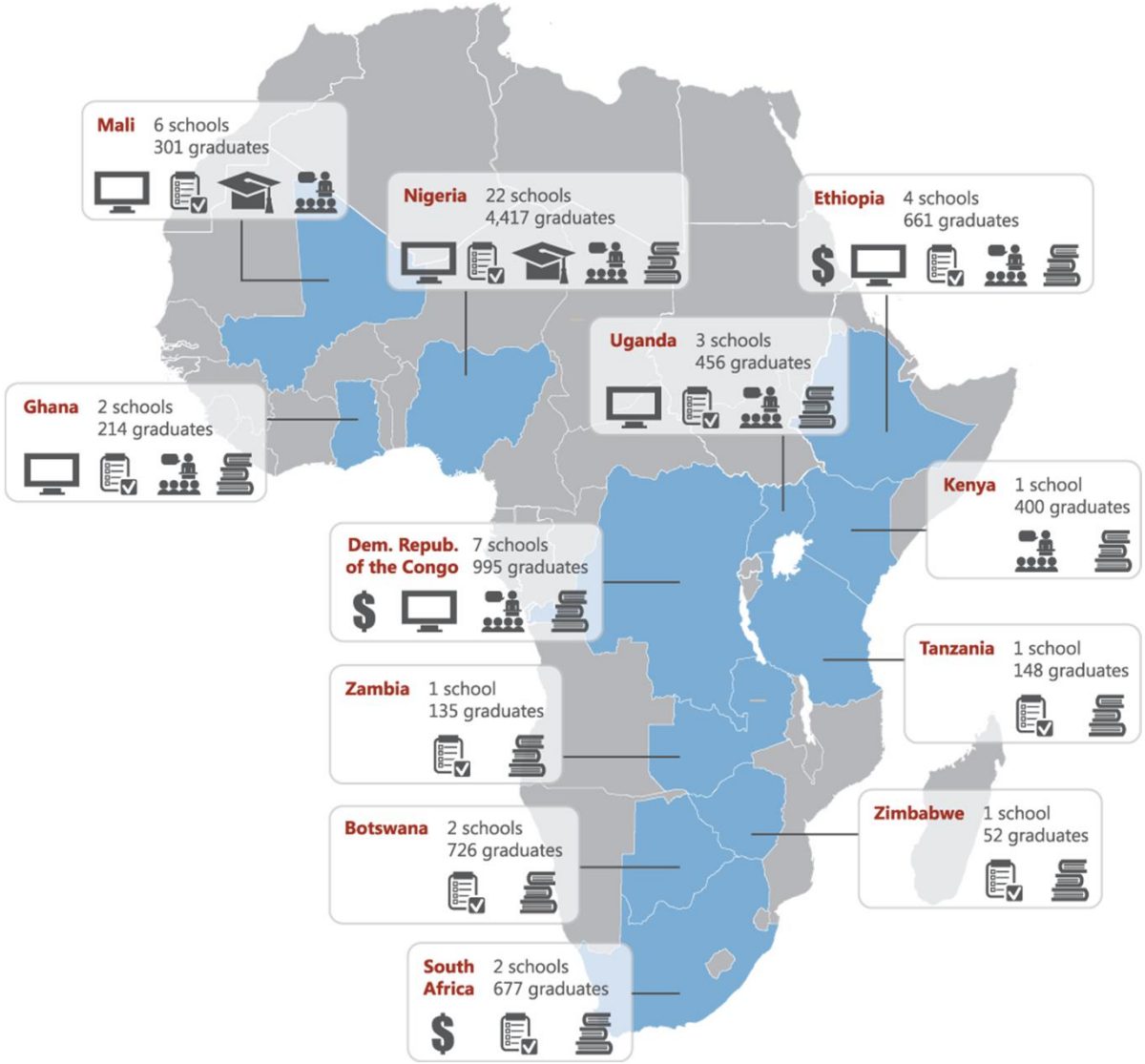
Targeted Support to Schools Contribues to the Education of More than 10,000 Graduates across 12 African Counties



- Costing Studies
- Materials & Equipment
- Student Support
- Management Reforms
- Teacher Support
- Curricula & Learning Methods

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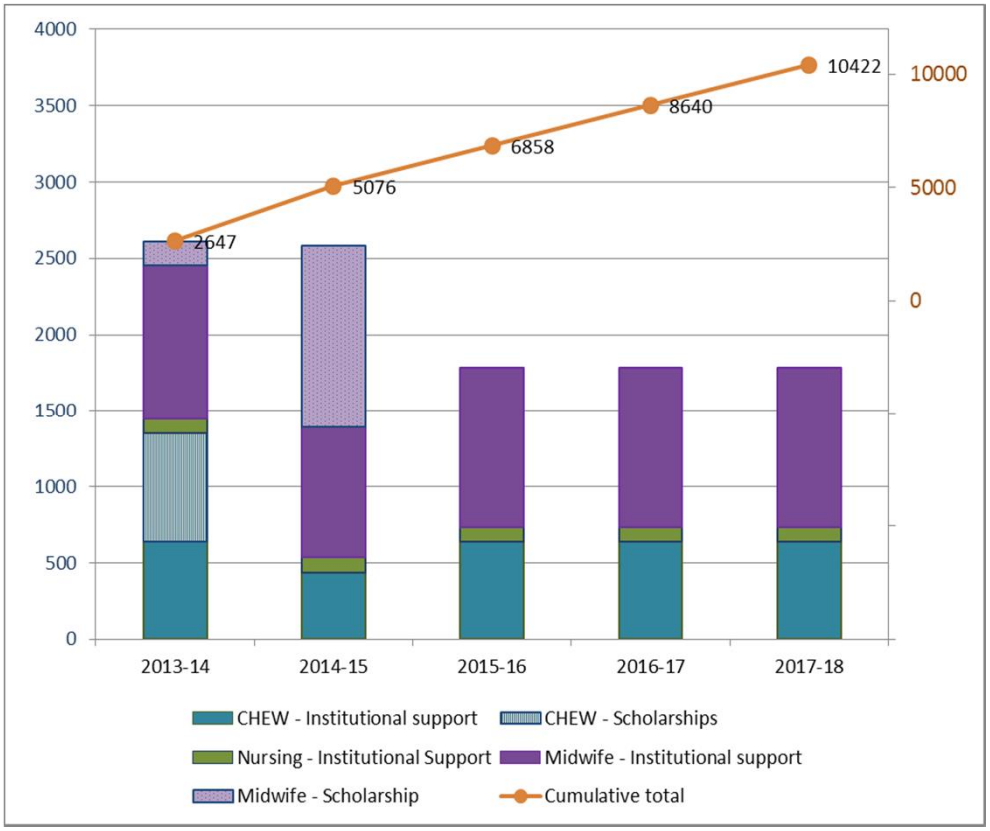
Country Highlight: Nigeria

Projected number of students supported



Results:

- Supported over 3,000 newly-qualified health workers
- Benefit to over 10,000 students in 5 years (2,065 scholarship recipients, students in 22 schools receiving clinical training, institutional support)

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Retention and Productivity

- Built capacity of national HRH leaders and managers in Uganda, Laos, and Malawi to generate evidence and make decisions to improve the availability and quality of services
- Assisted Lao government to design & implement evidence-based recruitment and retention plan; estimated 2 million people now have increased access to services

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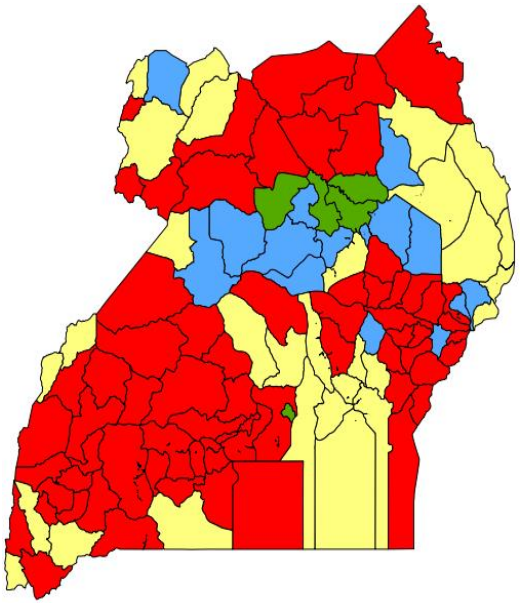
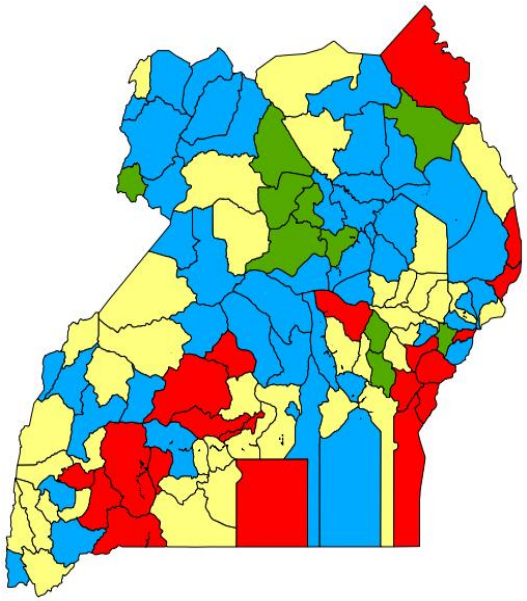
Country Highlight: Uganda

Uganda increases health workforce budget by $20 million ⇒ deploys over 7,000 new health workers and doubles doctor salaries



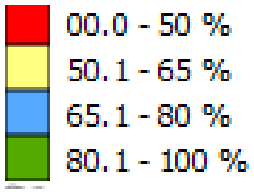
District staffing: 2009



District staffing: 2013

- Collaboration with USAID/Uganda Capacity Program
- Evidence-based planning using data from iHRIS and rapid retention survey
- **Contributes to significant rise in use of FP/RH, HIV/AIDS, and MNCH services**

% of approved positions filled



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Global Movement for Social Service Workforce

Social service workforce strengthening framework

Multi-country knowledge-sharing platform

Launch of Global Social Service Workforce Alliance

Country-level workforce mapping

GLOBAL SOCIAL SERVICE WORKFORCE ALLIANCE

www.socialserviceworkforce.org

Supply Chain Workforce

Billions are spent yearly procuring health commodities, yet one-third of the world's population still lacks regular access to essential medicines

Dominican Republic and El Salvador

Worked with governments

- job descriptions
- supervision manual
- updated salary structures
- training in motivation, advocacy, supply chain short course, supply chain management diploma course

Namibia

Supported government

- to define supply chain workforce staffing needs (WISN)
- create affordable salary/benefits package to attract and retain workers in supply chain jobs (DCE)

PEOPLE that DELIVER

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Addressing Gender Issues

Advocacy and knowledge resources: Gender and HSS eLearning course; gender HRH and preservice advocacy tools

Mainstreaming gender data use for decision-making

- iHRIS and HRM approaches
- Pilot-test of advocacy tools in Cross River State, Nigeria; state Gender HRH Working Group now analyzing data for advocacy

Mali and Kenya: Health workforce support to address **sexual and gender-based violence**

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FBOs Contribute to Improving Service Delivery

HR Planning and Management (Ghana)

- HRM assessment/scorecard applied across CHAG network; led to strategies to address challenges and identify and prioritize areas for HRM system strengthening, including iHRIS, across all 184 health facilities.

HRM Policy (Kenya FBOs)

- New HR policies and procedures implemented in over 900 FBO health facilities
- HR managers noted improvements in recruitment (5.3 to 9.4), availability of job descriptions (4 to 8.1) and manuals (3.5 to 8.9), and appropriate payment of salaries (5.1 to 8.5)
- Policy intervention replicated in Ghana, Lesotho, Malawi

African Christian Health Associations Platform

- Seconded HR Technical Advisor to support members to strengthen HRM (34 ACHAP members in 28 countries; 10 countries on HRH technical working group)

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HRH Effort Index

Question #	Human Resources Management	N	Rating
53.	Use of Data in HRH Planning	14	3
54.	FBO, NGO, and Private Sector Inclusion in Planning	17	5
55.	HRM Leadership Capacity and Availability	17	4
56.	Strength of Licensing and Certification	17	6
57.	Participation of Professional Associations and Councils in National HRH Strategies	17	6
58.	Existence and Availability of HR Policy Manuals	16	5
59.	Performance Support	17	5
60.	Performance Evaluation and Rewards	17	5
61.	Payroll System	17	6
62.	Career Development	16	5
63.	Nondiscrimination, Equal Opportunity, and Gender Equality in the Workplace	17	4
64.	Health Workforce Occupational Safety and Health	17	4
65.	Assessing Health Workforce Productivity	17	4
66.	Assessing the Quality of Health Services	17	4
Total		**66/140 (48%)**	

From: Nigeria HRH Effort Index preliminary report

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The CapacityPlus Partnership

IntraHealth International, Inc. (lead partner)
Abt Associates
IMA World Health
Liverpool Associates In Tropical Health (LATH)
Training Resources Group, Inc. (TRG)

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