**Transitioning Health Care Worker Support: A Resource Framework from the PEPFAR Experience**

**Background**
To expand access to HIV/AIDS services, PEPFAR has been partially or wholly supporting health care workers (HCWs) in over 30 countries. While this model has resulted in timely access to quality treatment and care, it is not sustainable. Some countries have transitioned responsibility for HCW salaries and management from PEPFAR to governments, nongovernmental organizations, or other entities. Other countries are in the initial stages of transitioning HCWs.

To help PEPFAR country teams work with stakeholders and transition HCW support to country-owned entities, USAID and the USAID- and PEPFAR-funded CapacityPlus project conducted key informant interviews in four African countries where transition was underway—Kenya, Namibia, South Africa, and Uganda. The interviews led to development of the Health Care Worker Transition Framework (Figure 1) and a technical resource that compiles key questions, case studies, lessons learned, and tools.

**Key questions:**
- Which stakeholders need to be engaged?
- What will facilitate stakeholders’ ongoing engagement?
- How will decisions be made and communicated?
- What do donor-funded positions map to staff establishment categories?
- Who will monitor and evaluate the transition?
- How can the risks that stakeholders perceive about engaging in the transition process be mitigated?
- What tools will be used to forecast expenditures, create scenarios, and develop costing strategies?
- What compensation policies or terms of service rules or regulations might impact the transitioned workers, and who should address them?
- What policy changes might be needed to enable subcontracting of community-based organizations for services?
- What HRH data are currently available?
- How do donor-funded positions map to staff establishment categories?
- How will transitioned HCWs be attracted and retained under their new contracts?
- Will HCWs have different standards or licensing requirements post-transition?
- What information is needed to inform decisions related to the transition process?
- How can information be presented to support its use in decision-making?
- Who will monitor and evaluate the transition?

**Sample resources:**
- Letter of appointment and contract
- Health facilities data tool
- HRH Staffing Inventory
- HR Mapping Tool & User Guide
- PEPFAR-host country collaboration agreement
- Provincial-level transition terms of reference
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**Figure 1. Health Care Worker Transition Framework**

**Conclusions**
In addition to serving as resources for countries that are transitioning cadres from PEPFAR funding, the Health Care Worker Transition Framework and accompanying technical resource may be helpful for countries that are scaling up their health workforce, rolling out new cadres, and for health workforce planning in general.

Transitioning HCW support is a complex and nonlinear process. Country experiences suggest that an effective transition should incorporate the interlinked components of the HCW transition framework.