

## CapacityPlus

### STRENGTHENING HUMAN RESOURCES FOR HEALTH FOR FAITH-BASED ORGANIZATIONS

#### FUNDING LEVEL

\$1,277,351 Million • 2009 – 2015

#### DONOR

USAID

#### PARTNERS

IntraHealth International (LEAD Partner), faith-based institutions, and Ministries of Health

#### KEY ACHIEVEMENTS

Over the past five years, IMA's achievements within the faith-based sector include:

- The establishment and strengthening of an ACHAP HRH Technical Working Group, which has since grown to 13 CHA members from 10 African countries.
- Development and implementation of new HR policies and procedures by the Christian Health Association of Kenya (CHAK) and the Kenya Conference of Catholic Bishops (KCCB) in over 900 FBO health facilities.
- Replication of human resource management policy approaches in the CHAs of Malawi, Ghana, and Lesotho through learning exchanges with CHAK and KCCB.
- Development of human resources data for a decision-making training course, which was also translated into an e-learning course and was disseminated to support human resource information system (HRIS) implementation at the national level.
- Conducted an assessment to evaluate the effects of FBO work in HRH policies on family planning/HIV service delivery in CHAK health facilities, which showed that the policies strengthened human resources management (HRM) at FBO health facilities and significantly transformed CHAK's HR culture.
- Institutionalization of the HRM assessment/score card by the Christian Health Association of Ghana (CHAG) into its organizational assessment approach and application across its network. Findings informed CHAG's strategies for addressing



IMA World Health (IMA) developed a monthly newsletter to disseminate HRH information to faith-based organizations, Ministries of Health and other non-government organizations.

- its members' HRH challenges and helped to identify and prioritize areas for HRM system strengthening across CHAG.
- Development of appropriate strategies to address retention of health workers, particularly those **trained by the Christian Health Association of Zambia (CHAZ)** training institutions and who are based mostly in rural Zambia health facilities.
- Strengthened HRH leadership in CHAs: eight CHAs have invested in full-time staff to support HRH initiatives at member health facilities, and provide day-to-day HR management services to CHA secretariat staff.
- Strengthening FBO integration and participation in global, national, and sector-wide HRH interventions, including the Global Health Workforce Alliance (GHWA) and the African Platform on Human Resources for Health.
- Development and dissemination of 90 monthly HRH e-publications (Hotline HRH) to assist in the dissemination of HRH information to a large audience, including the FBO community, Ministries of Health, and other non-governmental organizations.
- Health workers participated in a communications initiative called "I'm a health worker" to highlight how the CapacityPlus project places health workers at the center of efforts to address the global workforce shortage.

- Development of a key advocacy message titled “Because Health Workers Matter;” a tool for FBOs and health facility leaders to use to advocate for strengthening HRM at the facility and national levels.
- Improved the organizational capacity of the Christian Health Association of Liberia (CHAL) by supporting such activities as website development, the annual general meeting (that led to election of new CHAL leadership and Board Members), finance and procurement training, and the purchase of office equipment.

especially nurses and midwives, through in-service and pre-service training. Via technical support to the Africa Christian Health Associations Platform (ACHAP), a network organization of 26 Christian Health Associations (CHAs), CapacityPlus strengthens the capacity of the faith-based health care service delivery community by sharing information and human resource expertise among ACHAP members as well as the larger community. CapacityPlus has also worked in selected countries to address context-specific challenges in appropriately managing human resources for health among faith-based partners.

## BACKGROUND

A trained, motivated, and accessible health workforce provides vital access to health information, services, and commodities. Unfortunately, the World Health Organization notes that 57 countries face a health worker crisis, and there is a global shortage of 4.3 million health workers. Persistent human resources for health (HRH) challenges that affect health systems within developing countries include:

- Too few health workers
- Poor distribution of the health workforce
- Mismatches between health needs and the composition of the health workforce
- Insufficient skills, tied to inadequate education and training capacity
- Low retention and productivity
- Weak human resources management systems

## PROJECT APPROACH

CapacityPlus is a USAID-funded global project uniquely focused on the health workforce needed to achieve the Millennium Development Goals. CapacityPlus serves partner countries and multilaterals by offering state-of-the-art expertise, models, tools, training, and analyses specifically adapted to each context. These services help countries move closer to having the right health worker in the right place with the right skills and support.

IMA leads CapacityPlus’s efforts to develop and strengthen faith-based organizations (FBOs) in managing their human resources for health. In Africa, FBOs play a significant role in the health system; they own and operate an estimated 30-70% of health care facilities, which serve mostly remote and rural areas. FBOs also train a significant portion of health workers,

