

# Capacity Development



## Context

We define capacity as the ability of individuals, organisations or systems to perform appropriate functions effectively, efficiently and sustainably. Capacity development is understood as the process of improving the abilities and capacities of institutions, organisations and individuals to make effective and efficient use of resources in order to achieve goals and objectives and to continuously improve and perform better.

There is an urgent need to enhance human resource and organisational capacity and to provide an enabling environment for skilled health workers if the health Millennium Development Goals (MDGs) are to be met by 2015. Many factors have contributed to depleting this capacity and challenging good governance in recent years, including high attrition of staff, complex emergencies and the devastating impact of AIDS, especially in Africa.

## What We Offer

LATH has supported the planning, design and delivery of specific capacity development initiatives and interventions in many countries aimed at developing individual, organisational and institutional capacity and improving performance. We have also supported capacity needs assessments, and the review and evaluation of the outcomes and impact of capacity development programmes and initiatives worldwide. Beneficiaries of LATH's capacity development interventions include ministries of health, NGOs, health programmes and departments, policy makers, MoH officials, health workers, and international and national consultants. LATH's capacity development interventions are mainstreamed through long and short term technical assistance. LATH can also call on the services of the Liverpool School of Tropical Medicine (LSTM), a world-class training and research institution that offers a range of courses in international health at PhD, masters, degree, diploma and certificate levels.

We can provide support and services in all aspects of capacity development, including:

- Health systems strengthening
- Financial project management
- Human resource management and development
- Institutional capacity development
- Change management
- Gender policy
- Information management
- Monitoring and Evaluation
- Performance management
- Quality assurance
- Procurement, supply chain management
- Tailor made training courses

## Selected Examples of Experience:

Country	Client	Date	Programme/Project
Global	USAID	2004 -09	<b>The Capacity Project</b> This \$250 million project addresses the problem caused by insufficient human capacity in the health sector in the developing world. LATH has responsibility for Policy Level Human Capacity Development and for developing the overall framework and action

			<p>plan for policy improvements in human resource systems.</p> <p>Specific recent technical inputs have included:</p> <ul style="list-style-type: none"> <li>• Development of a HRM/D structure in Swaziland;</li> <li>• Support to the development and implementation of HR plans for the MoH Rwanda</li> <li>• Studies on Innovative Approaches and Promising Practices in HRH in Uganda and Malawi;</li> <li>• Development of a compendium of HR guidelines and tools</li> <li>• Support to the development of the Kenya Human Resources for Health Strategic Plan</li> </ul>
Malawi	DFID	2005 - 08	<p><b>Technical Support to the Malawi Health SWAp:</b></p> <p>This programme has provided up to 18 long-term national and international technical assistants (TAs) integrated strategically within the Ministry of Health to help develop capacity for SWAp implementation. The TAs include 3 human resources for health specialists (HRD/HRM/HR planning) as well as experts in financial management, health policy and planning, procurement, M&amp;E, maternal and neonatal health and laboratory strengthening. The TAs have agreed capacity improvement plans with their line managers and units and use a variety of methods to develop capacity. In addition, LATH provided short-term expertise to help the MoH to conduct a nation-wide training needs assessment</p>
Kenya	DFID	2005- 11	<p><b>Support to Essential Health Services</b></p> <p>LATH is helping to build the capacity of the Ministry of Health at central, provincial and district level to improve the quality of and access to essential health services and in particular strengthening health systems and maternal and neonatal health. Approaches range from international and national TAs placed within the MoH supporting policy and planning and in particular the move to a SWAp as well as funding conference and short course attendance by MoH staff at all levels in Maternal and Neonatal Health and in-country training of trainers in Life Savings Skills in collaboration with the Royal College of Obstetricians and Gynaecologists International Office</p>
Malawi	MoH	2007-2008	<p><b>Developing of first in-country BSc course in Laboratory Technology.</b></p> <p>LATH laboratory expertise to support the Malawian College of Medicine in establishing and running this course which will help to avoid Malawian Lab Technicians having to go abroad for graduate training (after which they tend not to return to the country or to their MoH posts). The course combines class-based teaching with training and experience in-situ and the first and second cohorts are already well advanced in their training. LATH capacity development includes curriculum and teaching material development as well as lecturing.</p>

Kenya	DFID	2003 -2008	<p><b>The HIV/AIDS Prevention and Care (HAPAC3) Project</b></p> <p>LATH supported the government in implementing its National HIV/AIDS Strategic Plan. As part of HAPAC's strategies to achieve this goal, LATH provided assistance in strengthening of the institutional and managerial capacity of the National AIDS Control Council and the National HIV/AIDS and STI Control Programme to more effectively coordinate supervise and implement Kenya's response to the HIV/AIDS epidemic.</p>
Zambia	SIDA	2005	<p><b>Change Management Zambia</b></p> <p>LATH supported the management of the change process in the Ministry of Health aimed at improving the functioning of the MoH to both achieve its strategic objectives and coordinate quality health service delivery</p>
Mozambique	DFID	2000 - 04	<p><b>Support to Health Planning (Phases I and II)</b></p> <p>Support to the MOH in developing and implementing a Strategic Plan for Health based on a SWAp. TA procured in flexible responsive way in Planning, HMIS, Financing, Gender Mainstreaming, Role of Special Clinics, Regulatory Framework, Decentralisation, QA systems and communications.</p>
Nigeria	DFID	2002 - 08	<p><b>Partnership for Transforming Health Systems</b></p> <p>Large Health Sector Support Programme designed to assist strengthening the health system in Nigeria in focal states and at Federal level.</p>
China	DFID	2003 - 06	<p><b>Health VIII Support Project - Basic Health Services for the Poor - Phase II</b></p> <p>The Health VIII Support Project supports the MoH in implementing health policy reforms and improving health services for the rural poor, by increasing local capacity at county, provincial and national levels.</p>
Zambia	EU	2005	<p><b>Evaluation of rural retention scheme for health workers in Zambia</b></p> <p>Evaluation of a retention scheme for rural health workers in Zambia. The scheme aimed at improved service delivery in the rural and underserved parts of the Zambia, contributing to improved health outcomes.</p>
Malawi	British Council/European Commission	2003	<p><b>Review of the Organisational Structure of the Ministry of Health &amp; Population, Malawi</b></p> <p>Review the organisational structure of the central Ministry of Health and Population in the light of major health sector reforms, the development of a SWAp, and in preparation for the transition to a devolved health system.</p>
Mozambique	MoH	2002	<p><b>First joint mission to evaluate the performance of the Health Sector LATH</b></p> <p>The objective was to evaluate the progress of health sector reforms within the framework of the national poverty alleviation policy, public administration reform and implementation of the health sector strategic plan.</p>