

BACKGROUND

- Well-qualified, motivated, and adequate health workforce is critical to achieve SDGs.
- The traditional TA secondment approach for sustained capacity-building is not need-based and often replace the roles of experts in the host organization than skills building.
- Since October 2017, L10K has embedded TAs within MOH/RHBs/ZHDs to enhance their capacity to support woredas and ensure implementation of transformation agendas.

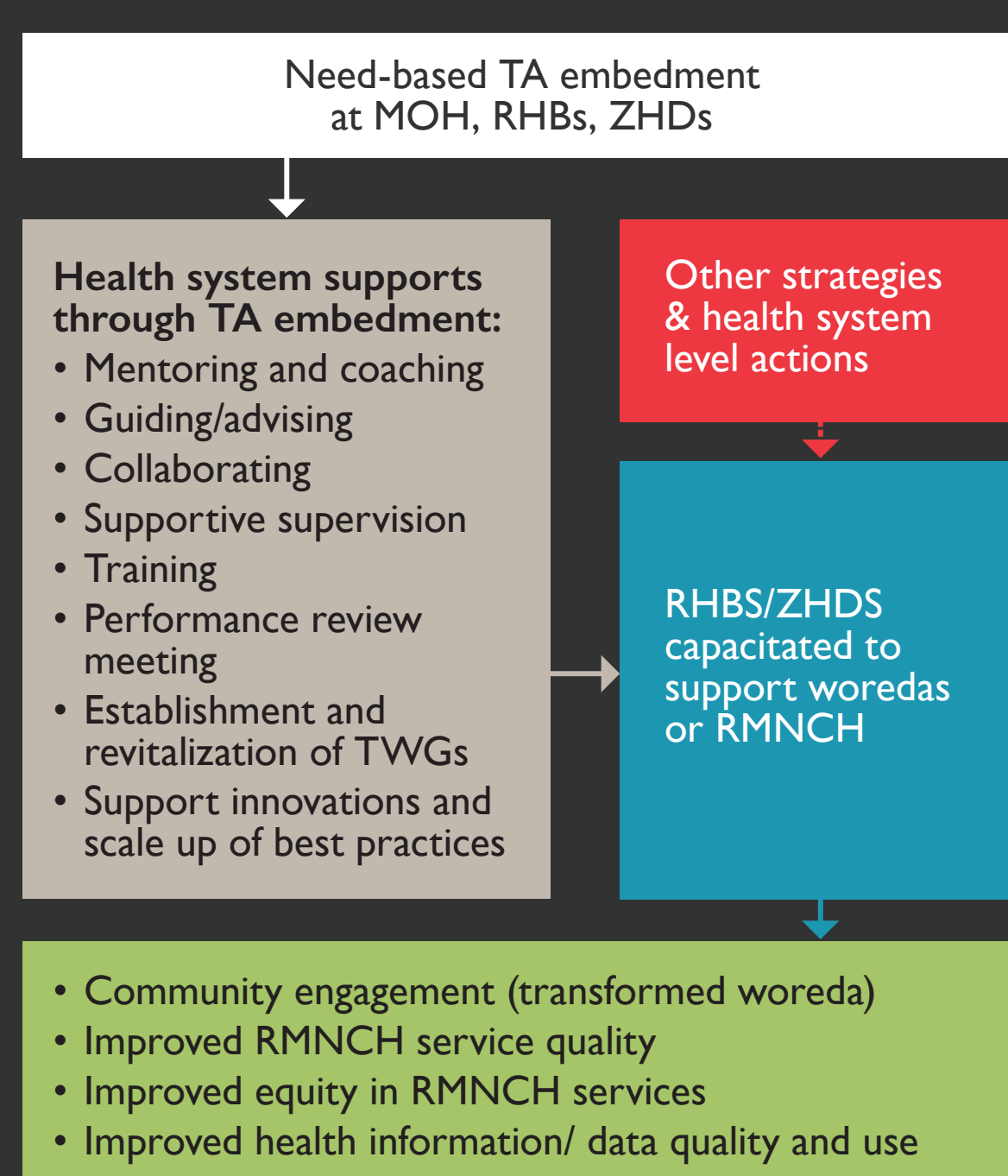
THE EMBEDMENT APPROACH

- Tailored focus on knowledge and skills gaps of MOH, RHBs, & ZHDs
- Co-designed TA with MOH through task mapping.
- Clear MOUs and TORs
- RHB-led development of TA job descriptions, recruitment, and hand-over processes
- TA immersion and identification of capacity gaps and needs
- Human Centered Design to identify end-user needs and feasible solutions

Jointly developed TA tools by L10K and MOH:

- Capacity needs identification guide
- TA implementation guide based on MOUs and TORs
- Health system capacity assessment checklist
- TA task mapping and assessment tool

CHANGE PATHWAYS TO STRONGER CAPACITY



OBJECTIVE AND METHODS

- In-depth, semi-structured interviews with 30 key informants from MOH, RHBs and ZHDs
- Thematic analysis conducted to identify strengths and challenges to TA involvement
- Developed a case study (April 2020) to document the learning from L10K's TA embedment approach and make recommendations for replicability
- A scatter plot was used to analyze variable associations

RESULTS

Relevant, transparent TA support

TAs provided Demand-driven support

- L10K adequately prepared host organizations for the TA.
- TAs were competent and had the right skills and information to demonstrate responsibility and accountability in their work.
- HCD approach ensured specific priorities and needs were feasibly addressed.



"... the embedment of TAs was need-based, participatory, and TAs have clearly stated deliverables."

-Key Informant, Amhara Region

TA support effectively builds health system capacity

Successful knowledge and skill transfer

- Built capacity in mentorship and coaching, Supportive Supervision, planning meetings, training facilitation, Performance Review Meetings, data use, and research

Renewed commitment to HSTP priorities

- TAs contributed to prioritizing woreda transformation, operationalizing the national quality strategy, addressing health service access equity in low performing zones, and generating evidence for local decision making.

"L10K provides highly qualified staff that are well-informed on the specific areas of engagement...I highly value the support provided to the HEP and PHC directorate through the embedded staff and the staff from L10K central office"

-Director, HEP and PHC Directorate

TA embedment approach challenges

- Occasional lack of TA engagement and readiness from counterparts
- Political and security instability restricted movement of TAs
- TA scopes of work slowed by staff shortages, emergent needs, and ad hoc requests
- High turnover of counterpart staff

TAs implemented in line with design and project priority areas

- Skills gap assessments
- On-the-job mentoring and collaborative skill transfer
- Coordinated cluster and catchmentbased mentorship activities
- Provided mentorship and supervision to facilities
- Facilitated clinical skill lab demonstration and practice sessions

Re-activating technical working groups (TWGs)

- Established and revitalized TWGs
- Designed outreach activities
- Facilitated peer-learning and experience sharing between highperforming woredas and lowperforming woredas
- Facilitated performance reviews

Strengthened planning and management practices

- Catalyzed developing strategic plans, guidelines, manuals, and integrated supportive supervision checklists

LESSONS LEARNED

- The TA embedment approach effectively built health sector capacity from within the health system
- Phone-based mentoring, when movement restricted, helped TAs reach more HWs & HEWs
- Some TAs do the work of counterparts
- Focus on capacity building rather than replacing their roles of counterparts
- Formal induction and orientation to newly deployed TAs and their supervisors helps in legitimizing TA roles
- TA support within the woreda system level is effective and needed
- Strengthening mentorship and coaching support helps TAs to more effectively work with counterparts