

Reimagining Technical Assistance

to shift power and achieve better health outcomes for all



Better Health Outcomes. For All.

We are learning together! ←

As you explore each of the critical shift posters, add your thoughts, experience, and ideas.

- Use **Yellow post-its** for common pitfalls or barriers inhibiting progress on the shifts;
- Use **Green post-its** for success factors, positive practices, or ideas to advance progress on these shifts.
- Add **red dot stickers** to show your agreement with someone else's input.

2:00 pm GALLERY WALK

Independently explore the posters around the room and enjoy refreshments!

2:35 pm PLENARY & PANEL

Come together to learn more about the critical shifts, where they came from, and panelists experience and perspectives.

4:15 pm CLOSING

Share final reflections, revisit the gallery walk, network, and enjoy refreshments.



APRIL 13, 2023
2:30–4:30 PM

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Our objectives for today:

- **Introduce** the Reimagining TA Critical Shifts framework and related tools
- **Facilitate dialogue and feedback** around how the critical shifts relate to different contexts and actors
- **Build a community** to foster continued sharing and collective action



“If we truly want
to make aid
inclusive, local
voices need to be
at the center of
everything we
do.”

– USAID Administrator
Samantha Power



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The **Inter-Agency Working Group for Capacity Strengthening** was formed by BMGF, USAID, and the World Bank to improve donor/funder support for Capacity Strengthening, building on insights from DRC & Nigeria.

March
2018

Phase 1: Co-creation in DRC & Nigeria



FEDERAL MINISTRY OF
HEALTH

From March 2018 — September 2020, under the leadership of the ministries of health (MOH) in the Democratic Republic of Congo (DRC) and Nigeria stakeholders used a human-centered design (HCD) to re-imagine the current model of how technical assistance (TA) for maternal, newborn, and child health (MNCH) and health systems strengthening (HSS) is delivered. The Child Health Task Force Secretariat, led by JSI, and Sonder Collective facilitated the co-creation process.

May 2020

Sept 2020

Phase 2: System mapping

From September 2020 — October 2021, the IAWG used a co-creation systems design process to refine and validate the critical shifts with representatives from 13 countries. They also co-created a system-based understanding of challenges impeding the realization of these shifts. JSI and Global ChangeLabs — serving as the IAWG Secretariat — facilitated the process.

Dec 2022: Submitted a manuscript for peer review based on the phase 1 results

Feb 2021

RTA @ JSI Operationalization

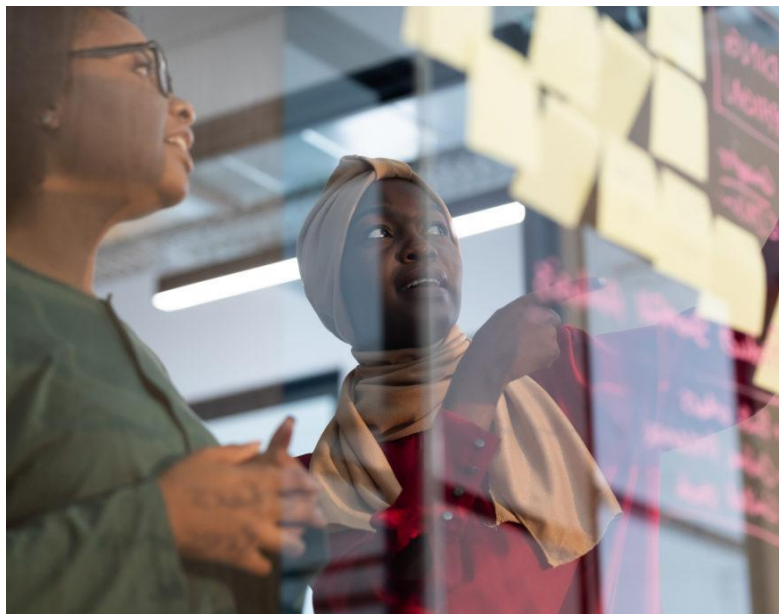
The RTA @ JSI WG was formed in 2021 to explore 1) how we operationalize the RTA critical shifts as an implementer and 2) how we influence the broader global health system to apply the critical shifts.

Mar 2022: Submitted two manuscripts for peer review based on the phase 2 results



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Why Reimagine Technical Assistance?



Despite increasing investment, **the annual death toll for mothers & children remains unacceptably high** and many more suffer illness and disability

Our investments **undermine existing capacities and don't sustainably strengthen capacity** of individuals, institutions and ultimately health systems

TA is often externally imposed, poorly coordinated, disempowering, and not holistic.

The **COVID-19 pandemic amplified these inefficiencies** and exposed gaps in the development assistance system.

Yet, **locally led efforts and agendas**, when appropriately resourced, are more effective and sustainable than externally imposed models and structures.



“We spend a lot
of time
designing the
bridge, but not
enough time
thinking about
the people who
are crossing it”

– Dr. Prabhjot Singh, Director of
Systems Design, Earth Institute



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Using a **human-centered and participatory design process**, we ignited new types of conversations, and co-created new visions for technical assistance.

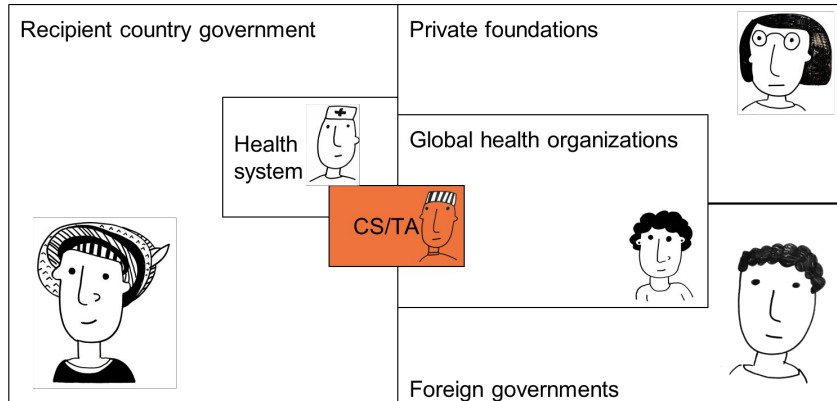


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“Every system is perfectly designed to achieve the results that it gets”

- Dr. Paul Batalden
Institute for Healthcare Improvement (IHI)
(Christie et al., 2017)

We used a **systems innovation process** to explore systemic aspects of donor and country interactions that pose barriers to an improved future state of TA.

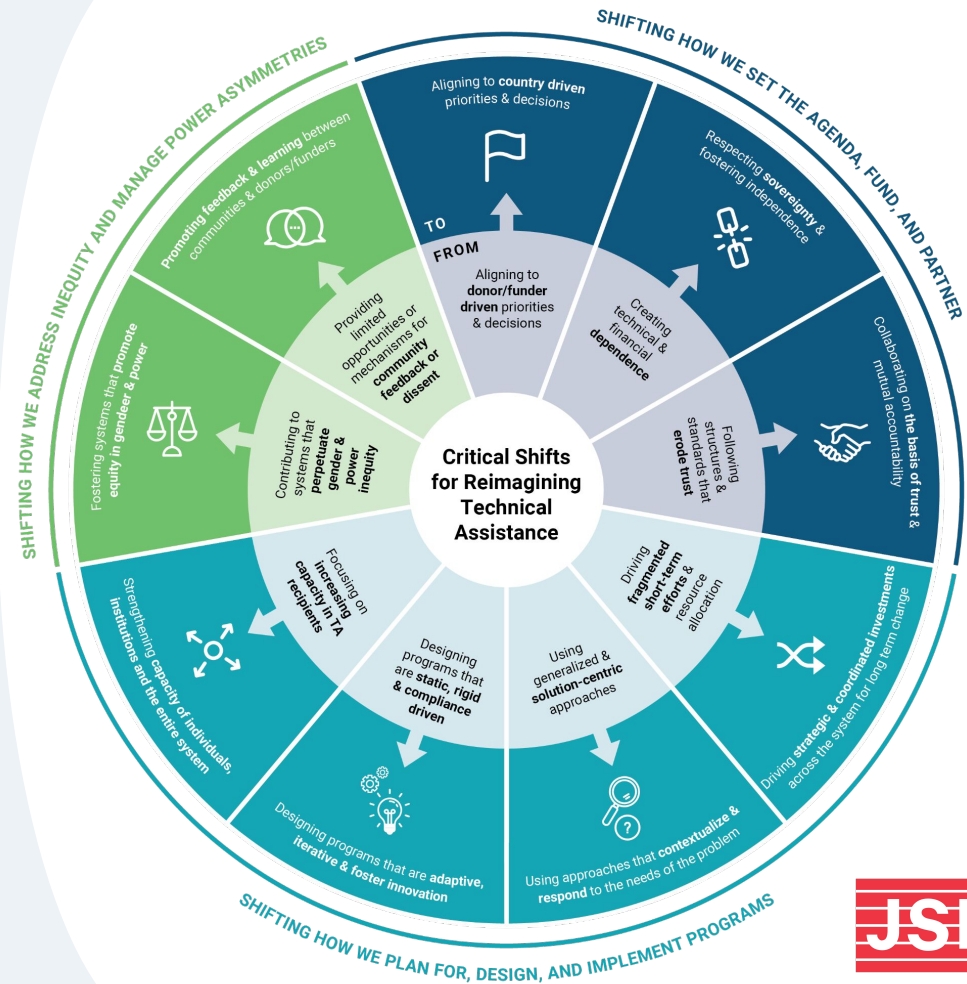


REIMAGINING TA CALLS FOR:

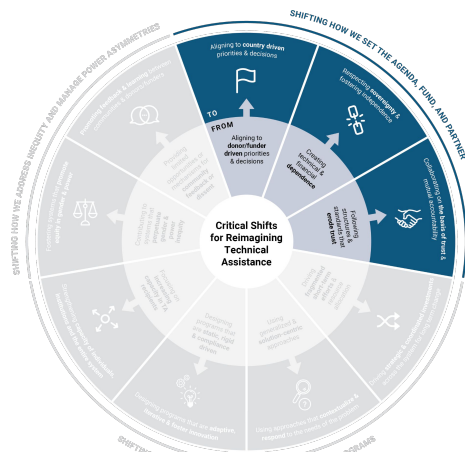
Shifting how we set the agenda, fund, & partner

Shifting how we plan for, design, & implement programs

Shifting how we address inequity & manage power asymmetries



SHIFTING HOW WE SET THE AGENDA, FUND, AND PARTNER



From

To

1

Aligning to **funder-driven** priorities & decisions



Aligning to **country-driven** priorities & decisions

2

Creating technical & financial **dependence**



Respecting **sovereignty** & fostering independence

3

Following structures & standards that **erode trust**

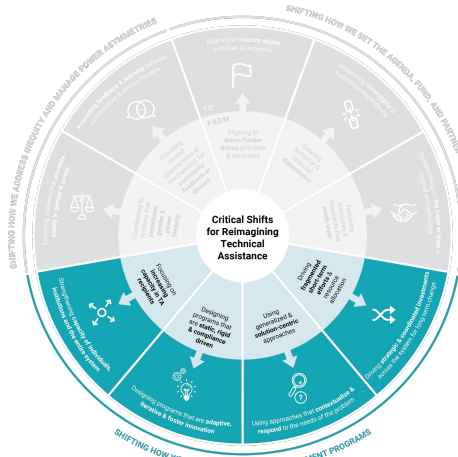


Collaborating on **the basis of trust** & mutual accountability



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SHIFTING HOW WE PLAN FOR, DESIGN, AND IMPLEMENT PROGRAMS



From

To

4 Driving **fragmented short-term efforts** & resource allocation



Driving **strategic & coordinated investments** across the system for long term change

5 Using generalized & **solution-centric** approaches



Using approaches that **contextualize & respond** to the needs of the problem

6 Designing programs that are **static, rigid & compliance-driven**



Designing programs that are **adaptive, iterative & foster innovation**

7 Focusing on **increasing capacity** in TA recipients



Strengthening **capacity of individuals, institutions & the entire system**





SHIFTING HOW WE ADDRESS INEQUITY AND MANAGE POWER ASYMMETRIES

From

To

8

Contributing to systems that **perpetuate gender & power inequity**



Fostering systems that **promote equity in gender & power**

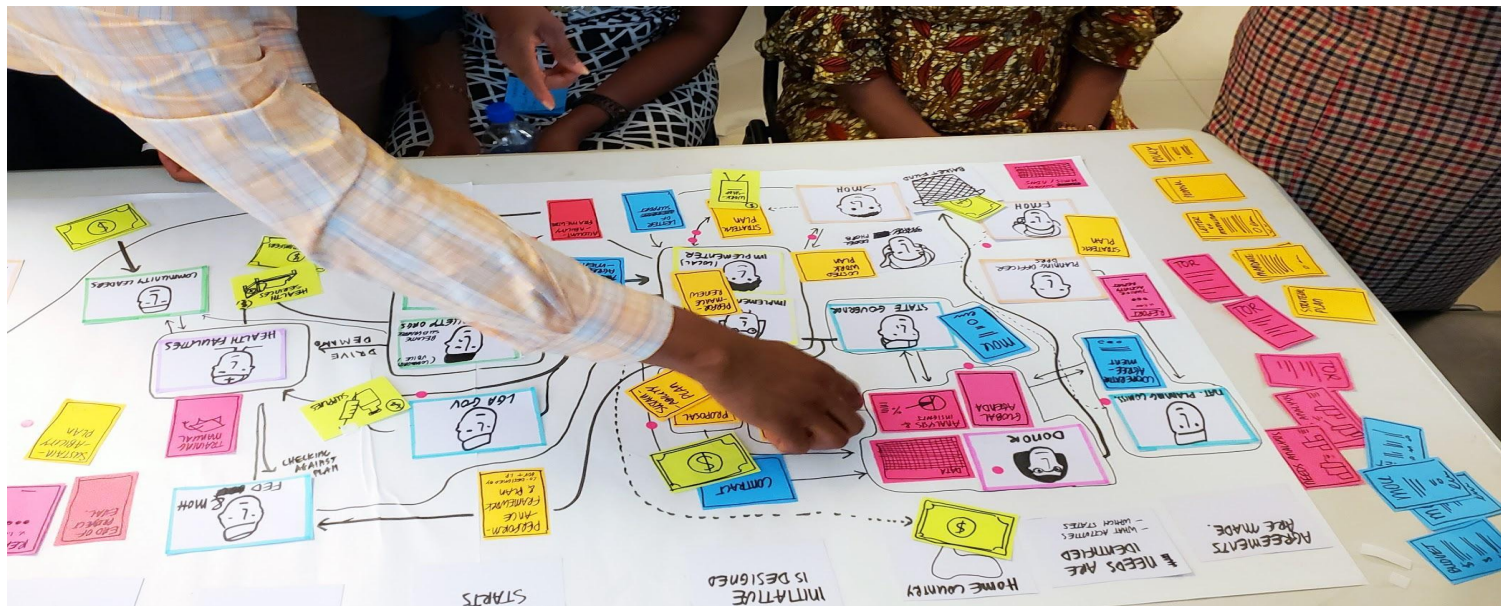
9

Providing limited opportunities or mechanisms for **community feedback or dissent**



Promoting feedback & learning between communities & funders

The Critical Shifts in Practice



The critical shifts require **challenging our mindsets & attitudes** around TA to **push the boundaries** for the future.

Critical Shifts Benchmarking Tool

The benchmarking brief and tool **detail what the critical shifts might look like in practice** and offer an **approach to reflect on and advance our progress.**

Read the **critical shift** to align on the overarching objective.

Reflect on how each **characteristic** relates to the initiative being assessed.

Use the **benchmarks** to consider extent of progress on each characteristic

CRITICAL SHIFT	SHIFT DESCRIPTION	KEY CHARACTERISTICS			No	Partly	Fully
1	Aligning to country driven priorities and decisions Shift from a system where priorities, models, and structures are imposed on countries by donors/funders to one where communities and governments own and lead the agenda-setting and coordination of health programing. In this way, donors/funders are playing a complementary supportive role, listening and responding to local needs and priorities.	1.1	Needs and priorities are collaboratively defined with key country stakeholders and decision makers and signed off by appropriate government authority.	Inform, participate	Participate, decide	Decide, lead, and own it	
		1.2	Activities and approaches are co-created under the leadership of the appropriate govt. authority, including ensuring the project design and systems are aligned to existing government protocols, plans, priorities, metrics, timelines and systems.				
		1.3	Country stakeholders are engaged in determining the TA provider and appropriate partnerships.				
		1.4	Community stakeholders are engaged in identification of needs and design, including seeking out diverse voices and opinions and those who may not typically be included.				
		1.5	Country/government leadership and decision making processes are defined and documented, including the project coordination and reporting/feedback mechanism/structure.				

[JSI.COM/RTA](https://jsi.com/RTA)

[Download the Critical Shifts Benchmarking Tool](#)

[Download the Benchmarking Guidance Brief](#)



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LEARN MORE!

[JSI.COM/RTA](https://www.jsi.com/RTA)

Tools and resources:

- [About the Critical Shifts](#)
- [Critical Shifts Benchmarking Tool](#)
- [Benchmarking Guidance Brief](#)

Manuscripts:

- [Country perspectives on improving technical assistance in the health sector](#)
- [Critical barriers to sustainable capacity strengthening in global health: A systems perspective on development assistance.](#)
- [Exploring system drivers of gender inequity in development assistance for health and opportunities for action](#)



[JSI.COM/RTA](https://jsi.com/RTA)



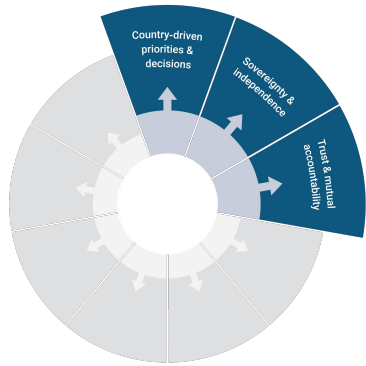
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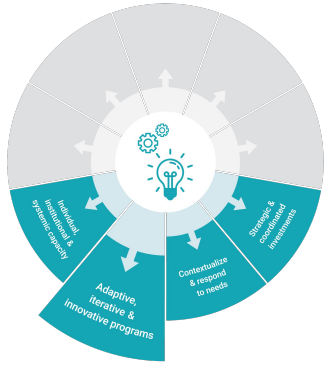
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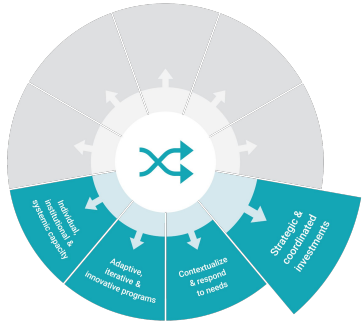
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Designing programs that are **static, rigid & compliance-driven**

To



Designing programs that are **adaptive, iterative & foster innovation**



From

4

Driving **fragmented**
short-term efforts &
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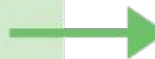


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Contributing to systems that **perpetuate gender & power inequity**



Fostering systems that **promote equity in gender & power**

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