

HLSP is a professional services firm specialising in the health sector both in the UK and globally. Working with international agencies and national governments, HLSP strives to advance health systems, reduce poverty and combat HIV and AIDS through long-term sustainable solutions.



Working with women managers in Bangladesh to develop assertiveness and other skills

Working
to improve
world health

Capacity building

HLSP has over 20 years' experience working with national and international partners in building capacity to manage change effectively at all levels of a national health system.

Capacity building is a process whereby individuals and organisations strengthen their capabilities to develop and deliver policy, strategy and services on a sustained basis. HLSP works with partners in environments where there are often significant political and bureaucratic barriers to change, where human and other resources may be greatly constrained and where HIV and AIDS may have an impact on capacity.

HLSP aims to strengthen leadership and management capacity for change management in the health system, taking into account the political, governance and legal issues in the wider institutional framework. Building an organisational culture of feedback and reflection is important for sustainability and HLSP promotes the development of 'learning organisations'. It is also critical to strengthen organisational structures, investing in systems for effective governance, and for financial, information and human resources management.

Consistent and high level support, as well as stakeholder involvement, is needed for building long term ownership and buy-in to potentially complex changes. Equally important is advocacy for a system-wide approach that involves development agencies and technical partners, and fosters support to the government's overall strategy.

HLSP's proven approaches draw on the expertise of national and international professionals who are leaders in organisational development and change management in both low and high income settings.

Expertise

- aligning capacity building objectives with health system development needs
- building sustainable capability through promoting 'learning organisations' – support for feedback, reflection and action
- leadership development and support for cultural and behavioural changes
- processes for effective stakeholder ownership, participation and feedback
- development of competency and performance management frameworks
- use of proven adult 'action learning' principles and workplace-based approaches



Developing a learning culture in Nigeria



National stakeholders in Kosovo are at the centre of decision making

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*HLSP is a member of the
Mott MacDonald Group*



Our track record

[Supporting health reforms, Kosovo](#)

HLSP worked with Ministry of Health leadership to develop a participatory approach to project design, such as facilitated stakeholder events to build ownership. Management training inputs focused on practical 'on the job' learning.

[Building a system-wide approach, South Africa](#)

In the 1990s, HLSP worked with the new South African government and its partners to build capacity for wide ranging health reforms, and to promote a nationally owned and unified approach to management development. Backed by high level leadership, management experts based in existing training institutions worked with staff to define the necessary competencies, to assess their needs and to develop team-based action learning and individual development programmes.

[Quick wins for long-term gains...](#)

Capacity development is a long-term process, but 'quick wins' can build confidence and motivation. As part of the Nigeria PATHS health systems strengthening programme, a rapid health service appraisal tool is helping to assess needs, and to introduce some immediate improvements in hospitals and health centres. The tool also promotes staff feedback and reflection, and supports the development of a learning culture in the organisation. HLSP has used similar approaches in Kenya and Bangladesh.

[...and champions for change, Nigeria](#)

Internal consultants or change agents can support cultural and behavioural changes and provide leadership in health system development. With high level backing, DFID's Nigeria Change Agents Programme designed a tailored leadership development programme to build skills for introducing upstream policy interventions in four focal states. The programme helped build participant confidence, competencies and commitment to drive change.

[Scaling up management development, Bangladesh](#)

Radical reforms to Bangladesh's health and family welfare sectors demanded strong leadership and management skills to drive progress and motivate change. Recognising that women managers faced specific challenges at all levels, a special programme was offered to develop assertiveness and other skills, as well as practical ways to implement the government's new gender equity strategy.

[National consultancy capacity](#)

Developing national consultant capacity has been a core component of projects in Nigeria, Zambia, South Africa, China and Bangladesh, including accreditation and quality assurance schemes based on locally defined consultant competencies, and building consultancy skills through peer networking and coaching programmes.

[Training and professional development](#)

The HLSP Institute provides professional learning programmes, such as regional training on PRSPs and SWAs for bi- and multilateral agencies and technical seminars on health systems, health economics, and communicable diseases. We have organised over 100 study visits, secondments and working attachments for delegates from over 30 countries to the UK and other countries. HLSP is also investing in its own capacity development through learning programmes managed by the HLSP Institute.