

**Tanzania Human Resource Capacity Project  
Baseline Assessment Study  
Planning and Implementation Outline for Mtwara, Lindi and Iringa Regions**

**Purpose**

Tanzania Human Resource Capacity Project (THRCP) is supporting the Ministry of Health to strengthen Human Resource for Health at districts. Benjamin William Mkapa HIV/AIDS Foundation is leading HRH District strengthening component, designed to improve the capacity of district leaders in planning for health workforce, address bottlenecks in hiring system, to improve on work climate and staff management so as to boost staff moral, productivity and retention.

The purpose of the study is to collect data for benchmarking, determining interventions to improve staff retention, productivity, work climate, and provide information for learning and improving Human Resource Systems at district level.

**Provision of data for benchmarking:** The study will collect baseline data for key indicators to measure expected results for District HRH strengthening interventions as indicated in Performance Monitoring Plans of BMAF and THRP. The baseline data will be compared with the data that will be collected two and four years after intervention to determine if the overall levels of expected results were met.

**Provision of data for determination of interventions:** The baseline survey will be used to provide information to determine program intervention to strengthen human resource management at the district. More specifically the study will be help to determine strengths and areas of improvement in leadership and HRH management, staff hiring and retention, staff performance evaluation, incentive mechanism, working climate and supportive supervision systems. The result for the baseline will be used to inform low cost interventions that will be designed to address indentified gaps. The study results will also provide recommendations from study participants on interventions to address the identified gaps.

**Informing Human Resource Management (HRM) and Learning:** The information from the study will be used inform Ministry of Health and key HRH stakeholder in Tanzania on HRH process at the districts. The lesson learned from the study will be use to continue improve HRM systems and working environments in the districts.

## Intended Users of the Baseline Assessment or Study:

**Table I: Intended Users**

Intended User	Expected Use of Findings
Coalition Partner (CSSC,AKF,UDSM)	Baseline data obtained from the intervention Districts will be used to determine priority areas for current and future project interventions. Will also help to avoid unnecessary duplications
BMAF management and the Program Officers	Data obtained from the Districts will be used for planning of project interventions and improve the situation of HRH now and after the interventions Data can also be utilized for publishing of the key findings and utilized for public consumption.
MOHSW	Data will assist in knowing the HRH situation in the intended Regions and make a comparison to non intervention districts and plan/suggest future intervention
Districts and facilities	Data will help to show the status of HRH and assist in planning of the interventions
PMORALG	Data will be used for improving the HRH situation in the local government authorities and suggest necessary adjustments
POPSM	Data obtained for the baseline study will be used for periodic reviews, reference and HRH advocacy
International partners such as MSH,TRG & IMA	Data obtained from the study will be utilized to suggest on areas for further trainings, reference, technical support and general reviews
Other stakeholders & donors such as USAID,IH	Data will be used for monitoring and evaluation of the implementation and provide technical advice for implementation

Intended User	Expected Use of Findings
	Data will also be used for reference.

### Time line for the Baseline Assessment Exercise:

- The baseline exercise will start on 12<sup>th</sup> April 2010 and end in 8<sup>th</sup> May 2010.

### Names of Regions and Districts where the baseline assessment will be conducted:

#### LINDI REGION

- ❖ Lindi Rural District Council
- ❖ Nachingwea District Council
- ❖ Kilwa District Council

#### MTWARA REGION

- ❖ Mtwara Rural
- ❖ Tandahimba District Council
- ❖ Nanyumbu District Council

#### IRINGA REGION

- ❖ Iringa Urban
- ❖ Makete District Council
- ❖ Njombe District Council

#### CONTROL REGION

##### Ruvuma Region

- ❖ Namtumbo
- ❖ Tunduru
- ❖ Songea Municipal

### Major Human Resource Management Components include the Following:

#### HRM Capacity

- HRM budgets allocated
- HRM Staff in the Districts

#### HRH Planning

- HR Planning
- Induction program for new staff
- Incentive package
- Planning meetings and allocation procedures

#### HR Data

- Employee data

- Human Resource Information System (HRIS)
- Personnel Files

#### Personnel Policies and Practices

- Tracking new hires
- Hiring Flexibility
- Scheme of Service
- Retired Health Professionals Policy
- Timeliness of payment
- Orientation program for new staff
- Exit Interviews
- Staff recognition

#### Performance Management

- Job descriptions
- Supervision between the Districts and facilities
- Evaluation of OPRAS (Open Performance Review and Appraisal System)

#### Training

- In-service training opportunities
- Links to external Pre-Service Training
- Management and Leadership development