USAID
FROM THE AMERICAN PEOPLE

IntraHealth INTERNATIONAL
Because Health Workers Save Lives.

MKAPA HIV/AIDS FOUNDATION

TANZANIANS AND AMERICANS
IN PARTNERSHIP TO FIGHT HIV/AIDS

National Human Resources for Health Conference

Dar es Salaam, Tanzania

Conference Program

3rd - 5th September 2013

"Health Workforce: Crucial to Meeting the Development Goals"

Canada

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

TouchFoundation

Table of Contents

Welcome	3
Overview	4
Conference Sponsors	5
Organizing Committees	5
Map of Conference Halls	6
Conference at a Glance	7
Opening Ceremony Program	9
Conference Themes	10
Plenary Details	12
Tuesday 3 September	
Wednesday 4 September	
Thursday 5 September	
Concurrent Technical Sessions	15
Tuesday 3 September	
Wednesday 4 September	
Thursday 5 September	
List of Exhibitors	22

Welcome

It is a pleasure to have you in this important meeting. Tanzania's National Human Resources for Health (HRH) Conference is an unique event gathering professionals from multiple perspectives to deliberate the situation of human resource for health in Tanzania. Your presence and active contribution makes you an initiator of a process to map an efficient way towards the strategic production of health workers, followed by planning, recruitment, management and retention of health professionals in Tanzania.

In this meeting you will interact and network with key stakeholders within Tanzania's health sector and from across many ministries. As organizers, we are proud to bring such a varied participation to this conference. We anticipate that the cross-fertilization of ideas and discussion from representatives from the private and public sectors, Non-governmental Organizations, Development Partners and academia will encourage a stronger understanding of the complexities of HRH. We will be able to review experiences and best practices on how to strengthen our staff planning and projections and our recruitment and deployment processes. The forum will further allow us to analyse and ensure that our efforts to improve production match our absorptive capacity and meet the country's priorities. Furthermore, discussions will allow us internalize the systems and appropriate policies that will ensure an equitable distribution of staff across the country. We anticipate that the Government of Tanzania and all its partners will take up the Conference deliberations and recommendations, for implementation.

We highly value your presence in this Conference and look forward to your active participation.

.....
Ms. Regina Kikuli
Acting Permanent Secretary
Ministry of Health and Social welfare

Overview

This is Tanzania's inaugural National HRH Conference. Hosted in Dar es Salaam, the event will bring together more than 300 participants and speakers representing national, regional, and local government agencies; regulatory bodies and professional associations; faith-based and private-for-profit organizations, civil society organizations; international non-governmental organizations; and donors.

The National HRH Conference is a culmination of efforts by the Government of Tanzania (GOT) and multi-sectoral stakeholders to bring together different perspectives to address a cross-cutting challenge-the critical need for qualified, motivated health care workers available to provide quality health care to the population of Tanzania. The Ministry of Health and Social Welfare (MOHSW) closely collaborated with the President's Office of Public Service Management (POPSM) and the Prime Minister's Office Regional Administration and Local Government (PMO-RALG) under the technical leadership of the Benjamin W. Mkapa HIV/AIDS Foundation and IntraHealth International, to make this happen. It enlisted the collaboration of key stakeholders to organize this conference with the expectation that it would attract wider cross-sectoral participation to reflect on varied initiatives, achievements and lessons learnt and to collaboratively work toward improving the planning, recruitment, retention, performance and production of health workers in Tanzania. It takes multiple perspectives to reach a coordinated systems approach.

Tanzania is one among many Sub-Saharan countries facing an acute shortage of HRH, according to WHO. Although improving the shortage of clinical health workers and managers in the health sector is quite critica, those employed in the sector are predominantly located in urban Centres leaving vast areas of the country underserved. The scarcity and inequitable distribution of health workers contributes to Tanzania's slow progress in attaining its Millennium Development Goals, and the poor quality of professional services in heath facilities.

Nevertheless, these are not new problems. The GOT through MOHSW has expressed its commitments to improving the HRH situation through national strategic policies and plans including the Health Sector Strategic Plan III (2009 - 2015), the HRH Strategic Plan (2008—2013) and its policy to expand primary health care services to mention a few. And there has been much progress. It is opportune to narrow the nation's focus further from policy into action. This conference looks forward to putting forth ideas and solutions that contribute to concrete recommendations and sustained action. We are meeting in order:

- To share evidence-based best practices from a wide variety of HRH initiatives in the public, faith-based, and private sectors;
- To provide a platform to accelerate the implementation of existing policies on recruitment, retention, performance, education, training and management of the health workforce;
- To identify and advocate for key priorities and increased resources, both national and international, to be incorporated in the new National HRH Strategic Plan (2014-2019);
- To propose and advocate for national commitments to be declared by the Tanzania delegation at the 3rd Global Forum for HRH in November 2013.

It is our expectation that by focusing on these objectives, we will contribute to national efforts to improve the health workforce system.

Conference Sponsorship

The organization of this conference has been made possible with the leadership of the GOT through the MOHSW and lead technical support from Mkapa Foundation and IntraHealth under significant financial support from the United States Agency for International Development (USAID). We also appreciate additional funding support from CIDA, the World Health Organization, the German Government through GIZ, the Touch Foundation, National Social Security Fund and the Bank M.

We would also like to recognize the support from many institutions committed to the success of this conference. A team of individuals from many different organizations was tasked with the planning and coordination of the National HRH Conference.

Organizing Committees

Steering and Program Committee

Dr. Ellen Mkondya- Senkoro	Benjamin Mkapa HIV/AIDS Foundation
Ms. Rahel Sheiza	Benjamin Mkapa HIV/AIDS Foundation
Ms. Jennifer Macias	IntraHealth International

The overall Program Committee was assisted by four sub-committees made up of individuals from different institutions.

Planning and Recruitment Subcommittee

Ms. Rahel Sheiza	Benjamin William Mkapa HIV/AIDS Foundation
Ms. Zohra Balsara	USAID
Mr. Andrew Makoi	Ministry of Health & Social Welfare
Mr. Martin Mapunda	Ministry of Health & Social Welfare
Mr. Hassan Rashid	President's Office Public Service Management
Mr. Bakari Bakari	IntraHealth International

Production Subcommittee

Mr. Commoro Mwenda	I-Tech
Dr. Angela Makota	Centers for Disease Control
Ms. Renae Stafford	Touch Foundation
Ms. Natalie Hendler	JHPIEGO
Ms. Sally Chalamila	American International Health Alliance

Retention Subcommittee

Dr. Adeline Saguti Nyamwihura	Benjamin William Mkapa HIV/AIDS Foundation
Mr. Joseph Matimbwi	GIZ
Ms. Hadija Kweka	Ifakara Health Institute
Mr. J. Mcharo	National Institute for Medical Research

Performance Management and Productivity Subcomittee

Mr. Peter Mbago	Benjamin William Mkapa HIV/AIDS Foundation
Mr. MacDonald E Kiwia	URC
Mr. Geofrey Nyombi	CHAI
Ms. Rozina Lipyoga	Ministry of Health and Social Welfare
Mr. J Kisega	POPSM

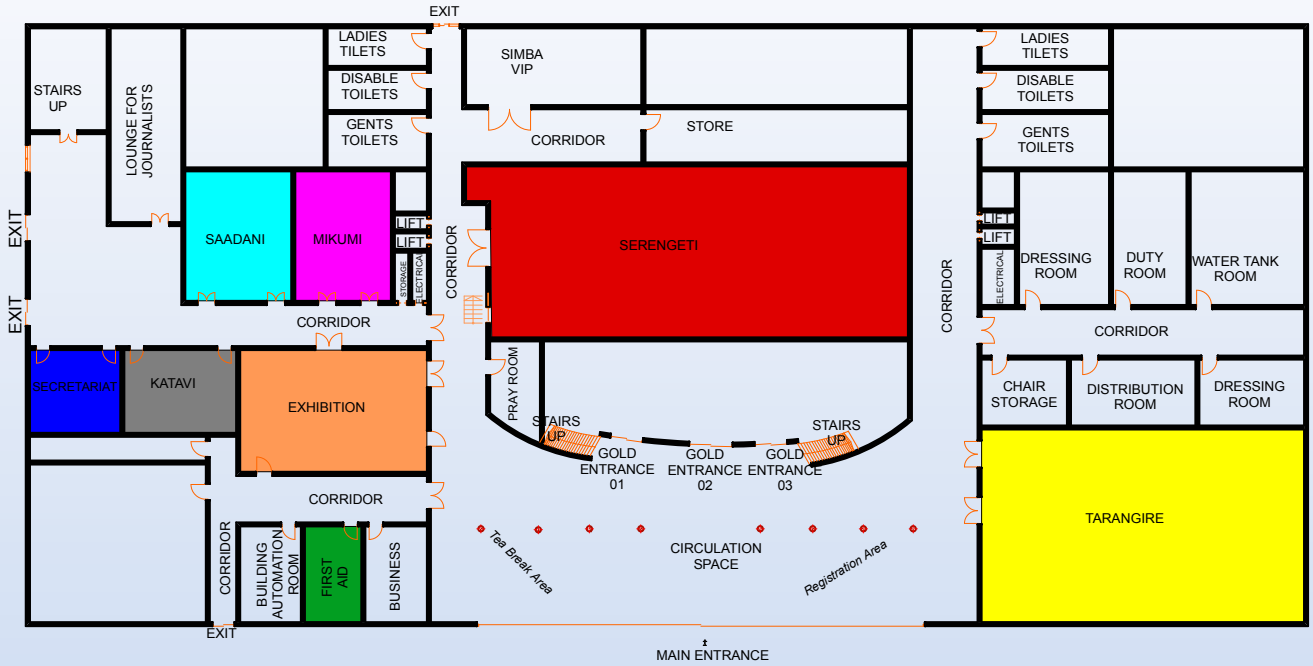
Logistics and Event Committee

Ms. Anna Tenga Mzinga	Benjamin William Mkapa HIV/AIDS Foundation
Ms. Angelina Balart	Consultant
Ms. Pamela Solomon	Consultant
Mr. Asheri Majanja	Benjamin William Mkapa HIV/AIDS Foundation
Ms. Pamela Maro	Benjamin William Mkapa HIV/AIDS Foundation
Ms. Olivia Murembo	Benjamin William Mkapa HIV/AIDS Foundation
Mr. George Kimaro	Benjamin Mkapa HIV/AIDS Foundation
Ms. Flora Kahwa	Benjamin William Mkapa HIV/AIDS Foundation

Communications and Media Committee

Ms. Msomisi Mbenna	Benjamin Mkapa HIV/AIDS Foundation
Mr. Mkama Mwijarubi	IntraHealth International
Ms. Ellen Otaru- Okodien	Media Consultant

Map of the Conference Hall



KEY

SERENGETI:
Opening Ceremony Day 1
Plenary Session Day 1
Parallel session: **Planning and Recruitment** day 1

TARANGIRE:
Plenary Session Day 2 and 3
Parallel Session:**Planning and Recruitment** day 2 and 3

MIKUMI:
Parallel Session day 1-3 : **Performance Management and Productivity**

SAADANI;
Parallel Session day 1 -3: **Retention**

KATAVI:
Parallel Session day 1 - 3: **Production**

Conference at a Glance

DAY 1 Tuesday, 3 September 2013				
Time	Activity			
8:30-9:00am	Welcoming remarks			
9:00-10:30am	Opening Plenary-HR Planning, Recruitment and Mangement Cycle			
10:30-11:00am	Tea Break			
11:00-1:10pm	Opening Ceremony			
1:10-2:10pm	Lunch Break			
2:15-3:45pm	1A-1D Concurrent Technical Sessions			
	Planning and Recruitment: The dilemma of staffing projections in the health sector	Retention: The magnitude of the retention challenge. Is it a problem?	Performance Management and Productivity Implementation for P4P	Production Building a better health worker calling: focus on the quality of education
4:00-5:30pm	Second plenary-Financing for Health and Social Welfare			
	Networking and viewing of exhibition			
6:00 pm	THRP Cocktail			
DAY 2 Wednesday, 4 September 2013				
8:30-9:00am	Recap of Day 1 program and outline of today´s events			
9:00-10:30am	2A-2D Concurrent Technical Sessions			
	Planning and Recruitment: Current staus of planning for staffing and challenges of equitable distribution	Retention: Are the systems necessary for retention available and or adequate?	Performance Management and Productivity: OPRAS status, accountability and alignment to the BIG Results Now	Production: Deccentralisation of health education
10:30-11:00am	Tea Break			
11:30-12:30am	3A-3D Concurrent Technical Sessions			
	Planning and Recruitment: Data use in staffing planning and recuritment	Retention: How does the Pay policy consider underserved areas?	Performance Management and Productivity A focus on Productivity	Production: The QUAD approach to Task Sharing
12:30-1:30pm	Lunch Break			

1:30-3:00pm	Third Plenary - Health Workers Retention and Incentives: District Experiences and Perspectives			
3:00-3:15pm	Bio-break,Transition to concurrent sessions			
3:15 - 4:45pm	4A-4D concurrent Technical Sessions			
	Planning and Recruitment: Dilemna of Decentralized versus Centralized Recruitment	Retention: Pannel discussion A focus on Task Sharing	N/A	Production Current cadre skill mix: having the right health workers to meet the Country's needs
4:45-6:00pm	Networking and Viewing Exibition			
DAY 3 Thursday, 5 September 2013				
8:30-9:00am	Recap of Day 2 program and outline of today´s events			
9:00-10:30am	Fourth Plenary: Development Partner perpsetive: Current status and future engagement in HSS			
10:00-10:30am	Tea Break			
10:30-12:30am	Fifth Plenary: Review issues and recommendations. Agree on commitments and way forward			
12:30-1:15pm	Closing Ceremony			
1:30- 2:30pm	LUNCH			

Opening Ceremony Programme

Health Workforce: Crucial to Meeting Development Goals

National Human Resource For Health Conference
3 – 5 September 2013, Julius Nyerere International Convention Centre,
Dar es Salaam- Tanzania

Time	Activity	Responsible Person
11:00am – 11:10am	Arrival of the Guest of Honor	Minister for Health and Social Welfare
11:10am – 11:15am	Introduction of the meeting	Mr. Taji Liundi, Chief Facilitator
11:15am – 11:30am	Key note address	Pape Gaye, President & CEO of IntraHealth International
11:30am – 11:35am	Documentary	Mr. Taji Liundi, Chief Facilitator
11:35am – 11:45am	Remarks from the WHO Country Representative	Dr. R. Chatora, WHO Representative
11:45am – 11:55am	Remarks from the USAID Mission Director	Sharon L. Cromer, Mission Director - United States Agency for International Development (USAID)
11:55am – 12:00pm	Performance	Tanzania House of Talents (THT)
12:00pm – 12:05pm	Greetings from the Former President of the United Republic of Tanzania	H.E. Benjamin W. Mkapa, Former President of the United Republic of Tanzania
12:05am – 12:15pm	Remarks from the Ministry of Health and Social Welfare (on behalf of the Government of URT)	Hon. Dr. Hussein A. Mwinyi (MP), Minister for Health and Social Welfare
12:15pm – 12:35pm	Opening Speech from the Guest of Honour	H.E.(Dr.) Jakaya M. Kikwete, President of the United Republic of Tanzania
12:35pm – 12:40pm	Group Photo	Chief Facilitator, Mr. Taji Liundi
12:40pm – 13:00pm	Opening of the Exhibition by the Guest of Honor	Dr. Ellen Mkondya-Senkoro, Chief Executive Officer, BMAF
13:10pm – 14:10pm	LUNCH BREAK	ALL
14:10pm -14:20pm	Guest of Honor Departure	Minister for Health and Social Welfare

Conference Themes

Planning and Recruitment

Weak human resource management (HRM) systems, that lack capacity for effective workforce planning, expansion, recruitment, and deployment, can impede the delivery of quality health services and achievement of health goals. Strengthening human resource management helps ensure that systems are in place to adequately plan and manage the health workforce to meet national service needs. Understanding of a country's human resource labor market dynamics is essential for effective health workforce planning. To guide decision making, strengthened human resource information systems can provide more accurate and routine health workforce data. Increased engagement across the multitude of human resource stakeholders- multi-ministry, LGAs, professional associations, pre-service institutions, and private-sector- can also facilitate more effective planning and recruitment. In Tanzania, recent scale-up of health facilities through the implementation of the Primary Health Service Development Plan has been matched with adequate staffing. Despite projections in the HRH Strategic Plan, high vacancy rates continue. This track discussion will include utilization of staffing norms for health workforce projections, current application of HRMIS, and lessons learned from across both the private and public sectors in planning and recruitment.

Retention

Each year, millions of health workers leave the health workforce, exacerbating shortages which compromise the delivery and quality of health services. The main reasons for leaving are migration; risk of violence, illness or death; change of occupation or work status; and retirement. Some departures are temporary and part of the natural working lifespan – such as for illness or maternity leave or in order to attend advanced education courses. These health workers will likely return; their exit and re-entry into the health workforce is fluid and can be planned for. Other exits are permanent, because of death or a change of occupation. Migration may be permanent or temporary and the health worker may continue to participate in the health workforce – in another region or another country. Some health workers will change from full-time to part-time, altering the balance of the workforce and the numbers of workers required to fill a full-time position. Strategies to address health worker retention must first understand the magnitude of the problem and major causes of attrition. Based on research and experience, retention plans should be designed which address low morale, benefits, infrastructure, supervision and remuneration. In Tanzania, according to the PER HRH Survey (December 2011), only about 66 percent of those posted to LGAs reported and remained to provide services. This track discussion will include pay policy for underserved areas and task sharing for more efficient use of available resources as two approaches that can be implemented at the national and local levels that may mitigate health worker losses.

[1] WHO. World Health Report. Health Systems Financing: the path to universal coverage. 2010. http://www.who.int/whr/2010/whr10_en.pdf

Performance Management and Productivity

In order to achieve national health goals adequate focus should be on maximizing service delivery contribution of the existing health workforce. Ability to scale-up services and sustain improvements made is dependent on health worker performance and productivity. While shortage of health care workers may often be a major obstacle for adequate delivery of health services, weak systems to support health workers impede effective performance and productivity. It is estimated that health worker inefficiency represents 15-25% of health spending on human resources.[1] This demonstrates how much can be gained by focusing efforts on increasing human resource management capacity for supporting improved performance and productivity of health workers. A variety of approaches can be used to help support improved performance and productivity such as strengthened supervision and mentorship, development of financial and non-financial incentives, application of quality improvement methodologies, and provision of continuing education opportunities. This track discussion will include approaches that have been utilized in Tanzania such as implementation of the national Open Performance Review and Appraisal System (OPRAS), piloting of pay-for-performance schemes, and other innovations used to assess and improve productivity.

Production

It is estimated that 1.5 million additional health workers are needed to achieve universal health coverage in Africa. [2] Health worker production – whether it is doctors, nurses, community health or social workers - is a complex issue and requires a comprehensive approach. Training programs must have the infrastructure, faculty, curriculum and leadership in place to produce qualified health workers. Beyond just generating additional health workers, training programs must consider the demographic and health needs of the population and the required competencies of the providers. National strategies for health worker production must therefore take into account issues outside the school walls such as task sharing to expand the pool of available qualified providers, decentralization of the training system to reach students in hard to reach areas, and performance of health workers post-graduation. Although the total annual intake into pre-service institutions across Tanzania has been increasing, the total output in the past decade has not been sufficient to cover national needs. Additionally, there are significant absorptive capacity constraints. Further analysis needs to focus on priority cadres to meet national service needs and considering labor market analysis. This track discussion will include interventions for improving the quality of pre-service education, opportunities for its decentralization, and production of the appropriate skill-mix to meet health service needs of Tanzania.

---

[2] WHO, World Health Report. Working together for health. 2006. http://www.who.int/whr/2006/en/

Plenary Details

Tuesday, 3 September 2013 Opening Plenary

Title: **Human Resources Planning, Recruitment and Management Cycle: Cross-sectoral perspectives underlying planning and recruitment processes at all levels and PE financing.**
Time: 9.00-10.30 am
Location: Serengeti
Moderator: Mr. Adson Cheyo, Sowers Africa

In the opening plenary, speakers from the four ministries involved in human resources for health will examine cross-sectoral perspectives underlying recruitment and planning processes at all levels and Personnel Emolument financing. The moderator, Mr. Cheyo, will introduce the mandates and roles of four ministries Prime Minister's Office Regional Administration and Local Government (PMORALG), Presidents Office Public Service Management (POPSM), Ministry of Health and Social Welfare (MOHSW), Ministry of Finance (MOF), all critical in the cycle of recruitment and deployment of health workers and present the issues via the recruitment process flow chart. Mr. Michael of MOHSW and Mr. Mlay of POPSM will review their respective ministry role and responsibilities in the recruitment process, referring to issues and challenges in coordination, feedback, and priority setting. The PMORALG representative, Ms. Macha, will discuss how the ministry supports Local Government Authorities (LGAs) in planning, verifying staffing requirements, and supporting LGA requests to POPSM. The Acting Commissioner of Budget for the Ministry of Finance, Mr. Cheyo, will discuss how financial ceilings and priorities are determined for Personnel Emolument across the sectors. Kahama District Medical Officer (DMO) Dr. Andrew will present the LGA perspective, including how LGAs prioritize staffing requirements, the effectiveness of tools used to determine staffing projection, the challenges experienced at the local level and what policy changes could address those challenges.

Discussants

- Mr. Emmanuel Mlay, Director of Human Resource Development, Presidents Office Public Service Management
- Mr. John Michael, Assistant Director, Directorate of Administration and Personnel, Ministry of Health and Social Welfare
- Ms. Hellen Macha, Prime Minister's Office Regional Administration and Local Government Authorities
- Dr. Emmanuel Andrew, District Medical Officer, Kahama District Council
- Mr. John M. Cheyo, Acting Commissioner of Budget, Ministry of Finance

Tuesday, 3 September 2013-Second plenary

Title: **Financing Human Resources for Health**
Time: 4.00-5:30pm
Location: Serengeti
Moderator: Ms. Susna De, USAID

Panelists will review the situation for Human Resources for Health (HRH) financing in Tanzania. Beginning with an overview of financing trends in the past three years for the health and social welfare sector, and the trends specific to HR within the sector, moderator Ms. Susna De of USAID will then turn the discussion over to three presenters who will highlight key issues and challenges. The Acting Commissioner of Budget, Mr. Cheyo, will discuss how the MOF has established financial

priorities for the health sector within the national budget, especially priorities for human resources for health, as well as the challenges the MOF encounters when setting HRH priorities. Mariam Ally from MOHSW will provide perspective on HRH financing within the health sector and discuss future trends for the MOHSW of health care financing in general and HRH in particular. Dr. Ballart of the Christian Social Service Commission and Mr. Ogilo of the Association of Private Health Facilities in Tanzania will highlight the lessons that faith-based and private sector institutions have learnt on addressing the HRH crisis, covering: the proportion the private sector and faith based institutions contribute to health care service delivery countrywide; how the organisations set priorities for HRH in their budgets; government support for HR to the sector in the context of Public Private Sector Participation; and challenges in HRH financing.

Panelist

- Mr. John M. Cheyo, Acting Commissioner for Budget, Ministry of Finance
- Ms. Mariam Ally, Ministry of Health and Social Welfare
- Dr. Josephine Balart, Christian Social Service Commission

Wednesday, 4 September 2013-Third Plenary

Title: **Health Worker Retention and Incentives: District Experiences and Perspectives**
Time: 1:30 - 3:00pm
Location: Tarangire
Moderator: Ms. Inge Baumgaurten, GIZ

The panellists will review national and local initiatives in retention and incentives for health workers in Tanzania. The moderator, Ms. Baumgaurten of GIZ, will introduce the country situation and efforts to address the issue through policies and efforts of individual districts as well as NGOs. Dr. Kilimba, DMO of Kigoma, will present the Kigoma experience in attracting and recruiting health workers to rural areas, discussing results, challenges, and issues of sustainability. Ms. Meena from POPSM will highlight the national response to retention and incentives for health workers, reviewing the national practice prior to 2011, the key elements of the National Public Pay and Incentive Policy of 2011, and the financial and operational requirements to make the policy fully operational. Rahel Sheiza, of the Benjamin Mkapa HIV/AIDS Foundation (BMAF), will present BMAF's initiatives to complement government efforts in addressing key aspects of retention—attraction, recruitment, orientation and effective management—and the outcome and results of its programs. Ms. Sheiza will also map the policies and systems that need to be in place for retention initiatives to be truly successful and sustainable.

Panelists

- Dr. Edwin Kilimba, District Medical Office, Kigoma District Council
- Ms. Agnes Meena, Assistant Director of Policy, President's Office Public Service Management
- Ms. Rahel Sheiza, Director of Program, Benjamin William Mkapa HIV/AIDS Foundation

Thursday, 5 September 2013-Fourth plenary

Title: **The Development Partner Perspective: Current and Future Engagement in Health Systems Strengthening**
Time: 9:00 - 10:30am
Location: Tarangire
Moderator: Dr. Faustine Njau, WHO

This plenary will address the HRH role in global efforts to strengthen health systems. The moderator, Dr. Njau of WHO, will introduce WHO's definition and concept of HRH as one of the building blocks for Health Systems Strengthening, and highlight the efforts of various development partners supporting Tanzania in HSS, particularly HRH. Pape Gaye, of IntraHealth International, will examine various aspects of HRH from the global perspective, including: the global focus on universal health coverage and its implications for HRH; and trends of development partners and donors on HRH in Sub-Saharan African countries including Tanzania. Aly Cameron, Director of USAID's Health Office and current chair of the Development Partners Group for Health will provide the perspective of Tanzania's development partner community to supporting HRH. She will discuss considerations as to why partners have supported HRH initiatives, the critical partnership with Tanzania government efforts, and emphasis on supporting local leadership and ownership. Ms. Peterson, of the Global Fund to Fight AIDS, TB and Malaria and Dr. Temba of Ministry of Health and Social Welfare, will review: the Global Fund's support for HRH in the last ten years globally and in Tanzania; lessons learnt by the Global Fund about the role of HRH as an integral component of HIV/AIDs, TB and malaria programmes in Tanzania; and the Fund's current and future strategic direction in supporting HRH in developing countries.

Panelist

- Mr. Pape Gaye, President and Chief Executive Officer, IntraHealth International
- Ms. Alisa Cameron, Health Office Director, USAID and Chair of Development Partners Group-Health
- Ms. Tatjana Peterson, Fund Portfolio Manager, Global Fund and Dr. Hiltruda Temba – Global Fund Coordinator, Ministry of Health and Social Welfare

Thursday, 5 September 2013-Fifth plenary

Title:	**Review issues, challenges and recommendations. Agree on commitments and way forward**
Time:	**11:00 - 12:30am**
Location:	Tarangire
Moderator:	Ms. Agnes Meena

This plenary will focus on reviewing the key recommendations across all plenaries and concurrent sessions. The purpose is to develop a collective agreement on the key recommendations and priorities for actionable next steps of the conference across all technical areas. Moderators selected from among the plenary sessions and concurrent sessions will present structured key recommendations from three days of technical discussions across each of the conference themes.

The lead moderator, Ms. Agnes Meena of POPSM, will guide the discussion to capture all summary recommendations by theme and lead the identification of potential commitments. She will facilitate an active discussion with all participants to identify priority actions, group related recommendations, and engage stakeholders also engaged in the development of the next National HRH Strategic Plan, of national policy, and of national commitments for the GHWA 3rd Global Forum on HRH.

A focused inter-sectoral task force will be nominated to work on operationalizing the recommendations. An immediate output of the session will be a summary of key recommendations by theme to be presented to the Guest of Honour and other dignitaries for endorsement, and for future implementation.

Concurrent Technical Sessions

1A Planning

Title: **The dilemma of staffing projections in the health sector**
Time: **2:15-3:45 pm**
Location: Serengeti
Moderator: Mr Adson Cheyo – Sowers Africa

Projecting future health sector staffing needs is a critical component of work force planning. Are guidelines in place and used by all involved in workforce planning? This session will describe principles and processes for projecting staffing needs as well as the tools and guidelines available from Presidents Office-Public Service Management (POPSM), Ministry of Health and Social Welfare (MOHSW), Prime Minister's Office-Regional Administration and Local Government (PMORALG), and the private sector to help Local Government Authorities (LGAs) carry out accurate, actionable and verifiable staffing projections. Panellists will review: the importance of staffing norms and standards for effective training, deployment of staff, and allocation of work within health facilities; coordination among the three ministries; and the roles and responsibilities of each ministry. Each presenter will identify key challenges in staffing projections and propose recommendations to stakeholders

Presenters

- Mr. Rashid, Presidents Office Public Service Management - POPSM
- Dr. G. Mliga, Health Advisor – Health Workforce Initiative Project MOHSW Ministry of Health and Social Welfare
- Dr. Sam Ogilo, Chief Executive Officer – Association of Private Health Facilities in Tanzania APHFTA
- Dr. Alexander Mwelenga District Medical Officer -Makete Districts Council

1B Retention

Title: **The magnitude of the retention challenge. Is it a problem?**
Time: **2:15-3:45pm**
Location: Saadani
Moderator: Ms. Hadija Kweka – Ifakara Health Institute

Data and trends on staff retention in the public sector, private sector and faith-based organizations will be presented by cadre and facility, along with a review of existing retention systems and policies from the Ministry and LGA levels. Causes and effects of retention or attrition will be examined, as well as the adequacy of the existing systems and of the coordination and communication between the Ministries and LGAs. Challenges and key
recommendations will be proposed.

Presenters

- Dr H. Kasale (Technical Advisor –HRH /Mr, H. Mavunde –Coordinator – Human Resources for Health Planning - MOHSW
- Association of Private Health Facilities APHFTA & Dr. Balart – Director of Programs - CSSC
- Dr. Ally Makore Mussa- District Medical Officer - Sumbawanga Municipal Council

1C Performance Management and Productivity

Title: Implementation of P4P
Time: 2:15-3:45pm
Location: Mikumi
Moderator: Dr. Miriam Ongara – Ministry of Health and Social welfare

P4P (Pay for Performance) is an initiative to improve staff productivity, motivation and innovation by offering financial rewards for meeting pre-established performance goals for quality and efficiency. The Government of Tanzania has been committed since 2008 to incorporating P4P as part of its strategy to accelerate improvements in maternal, newborn, and child health. Panellists will examine the background and experiences of P4P in Tanzania, the status of P4P implementation and scale up, and the Government's plans and commitment for national scale-up, noting challenges and opportunities. P4P's relevance, applicability, and relationship to individual performance management will be discussed. A representative of Kibaha DC will present the experience and results of P4P implementation in the region.

Presenters

- Dr. Rozina Lipyoga, Ministry of Health and Social Welfare - MoHSW,
- Mr. Japhary Mwamafupa, Health Management Information System focal person Kibaha District Council
- Ms. Masuma Mwamdani, Senior Research Scientist and Policy Analyst – Ifakara Health Institute

1D Production

Title: Building a Better Health Worker: Focus on the Quality of Education
Topic 1 -A look at the inputs to competency-based and quality education and what is actually happening in Tanzania
Topic 2 A look at the outputs of the HTIs and the capacity of graduates to perform in the workplace
Time: 2:15-3:45pm
Location: Katavi
Moderator: Ms. Sally Chalamila, AIHA & Ms. Renae Stafford, Touch Foundation

This session will examine education quality by looking at the key inputs to competency-based education and the outputs of the HTIs, in particular graduates' capacity to perform in the workplace. What is actually happening in Tanzania in this area? Input components to be discussed will include tutoring, practical skills development, quality improvement, and supervision of HTIs. On the output side, presenters will report findings from studies of graduate competencies, tracking work sites of recent graduates, and the capacities of interns and the residents who are tasked with supervising clinical education

Presenters

- Dr Otilia Gowele, Principal Kilosa Clinical Officer Training Centre
- Mr. Ndemetria Vermand, Assistant Director Nursing Training - Ministry of Health and Social Welfare
- Ms Agnes Kinemo, Cordinator Continuing Education, Ministry of Health and Social Welfare - MOHSW
- Ms.. Khadija Kassim, Ministry of Health and Social WIfare – Zanzibar
- Ms. Ukende Shala, JHPIEGO
- Ms. Doreen Mloka, Directorate of Continuing Education at MUHAS confirmed

2A Planning and Recruitment

Title: **Current status of planning for staffing and challenges of equitable distribution**
Time: **9:00-10:30 am**
Location: Tarangire
Moderator: Mr. Adson Cheyo-Sowers Africa

This session will provide an in-depth look at staffing distribution from a variety of perspectives, and provide recommendations for the future. From the research side, the current staffing will be described by cadre and by facility, with an examination of the causes and effects of the trends. Results of a CCHP analysis will show trends in staffing distribution for 54 districts. Human Resources Information Management System analysis will show the status and trends of staff distribution from 2010-11 to 2012-13 and the implications for service delivery. The District Medical Officer of Kahama will offer the district perspective, describing the current distribution and implications for service delivery in relation to required skill mix, as well as challenges and recommendations to stakeholders

Presenters

- Ms. Sia Malekia, Research Scientist - National Institute of Medical Research
- Ms. Rahel Sheiza, Director of Program – Benjamin William Mkapa HIV/AIDS Foundation (BMAF)
- Mr. Martin Mapunda, Coordinator – Human Resources Planning Ministry of Health and Social Welfare - MOHSW
- Dr. Andrew Emmanuel, District Medical Officer - Kahama District Council

2B Retention

Title: **Are the systems necessary for retention available and or adequate? (Systems, processes, & Procedures)**
Time: **9:00-10:30am**
Location: Saadani
Moderator: Ms. Hadija Kweka – Ifakara Health Institute

Keeping trained and qualified health workers in the health care system, especially in underserved areas, is a complex effort that requires well-designed and coordinated systems, processes and procedures. What systems are currently in use in Tanzania, and how can the systems be improved with best practices from other initiatives as well as support from the Ministry level? How can health workers be motivated and retained, especially for remote areas? Panellists will review and assess existing policies and systems to inform and monitor retention efforts, and provide findings from various research studies on retention and consider the efficiency of Ministerial collaboration in supporting these efforts. An overview of the best practices from existing projects will focus on structures that support developing, institutionalizing, and sustaining local incentive schemes

Presenters

- Dr. Michael Munga, Scientist - National Institute of Medical Research
- Mr. Joseph Matimbwi, Technical Advisor for HRH – GIZ
- Mr. Ally Kassinge, Senior Human Resource Officer – Prime Ministers Office Regional Administration and Local Government Authorities
- Dr. Anna Nswilla, Coordinator – District Strengthening – Ministry of Health and Social Welfare - MOHSW

2C Performance Management and Productivity

Title: OPRAS Status, Accountability and alignment the to Big Results Now
Time: 9:00-10:30am
Location: Mikumi
Moderator: Mr. Henry Mollel – Mzumbe Univeristy

The Open Performance Review and Appraisal System (OPRAS) will be examined in depth. Programmers will discuss their experiences, including best practices, supportive systems for accountability, lessons learned and recommendations. A recent assessment of OPRAS implementation in the public sector will be presented, with discussion of operational challenges, lesson learned, and government plans to address any identified gaps and plans to align the OPRAS and the implementation of "Big Results Now" initiative. A representative from Ukerewe District will present the district perspective, identifying the challenges associated with previous training and describing supportive systems to ensure accountability from the district to the Ministerial level (POPSM). How have various programmes added value to the functionality and implementation of OPRAS? What are the best practices to be considered for scaling up?

Presenters

- Mr. Jesse Mashimi, Independent Consultant – Former Public Service College Human Resource Management Specialist
- Mr. Hassan Kitenge, Assistant Director - Monitoring and Evaluation, Presidents' Office Public Service Management
- Mr. James Rutagarama, District Health Secretary - Ukerewe District council

2D Production

Title: Decentralization of Health Education
Time: 9:00-10:30am
Location: Katavi
Moderator: Dr. Moshi Ntabaye – Kilimanjaro Christian Medical Centre

Presenters will examine the potential of various ways of decentralizing health education. The experience of Zonal Health Resource Centres (ZHRCs) will be presented: What was planned, and what has been achieved? What is the potential for the ZHRCs, and what will it take in terms of financial resources and strategy and policy changes? The potential for decentralization of continuing professional development will be reviewed, along with suggested policy changes and systems for formal registration, awarding credits and linking to pre-service training. Distance education is another possible strategy, especially upgrading cadres and for serving hard-to-reach areas. What is the Ministry's initial vision for distance learning and the challenges to implement this vision?

Presenters

- Ms. Anna Mangula, Zonal Coordinator - Central Zonal Health resource Centre
- Dr. Adeline Kimambo, Consultant - Medical Association of Tanzania (MAT)
- Dr. Daniel Kisimbo, Coordinator - National Distance Education Coordinator - Ministry of Health and Social Welfare - MOHSW

3A Planning and Recruitment

Title: Data Use In Staffing Planning And Recruitment
Time: 11.30 -12.30am
Location: Tarangire
Moderator: Mr. Adson Cheyo-Sowers Africa

What are the challenges and opportunities in using data for HRH decision-making, including staffing planning and recruitment? This session will provide an overview of the systems currently being used to manage HR data, covering: the status of each system in terms of completeness and quality of data; the status of data use in HRH decision-making; and alignment with established systems at the central level. PMORALG's assistance to LGAs in managing the complexities will be discussed, as well as PMORALG's vision to support and facilitate linkage and coordination of systems in an effort to promote data use for HRH decision-making

Presenters

- Mr. Emmanual Mahinga, Director, ICT- Prime Ministers Office Regional Administration and Local Government Authorities
- Mr. Hussein S. Hussein, Human Resource Officer -Kilolo District Council
- Mr Priscus Kiwango, Director of ICT, Presidents Office Public Service Management
- Mr. Mohamed Al Mafazy, Ministry of Health- Zanzibar

3B Retention

Title: How Does The Pay Policy Consider Underserved Areas?
Time: 11.30 am -12.30pm
Location: Saadani
Moderator: Ms. Hadija Kweka – Ifakara Health Institute

This session will review issues related to pay policy in Tanzania as well as best practices and related initiatives from outside the country. Results of a survey for underserved areas will be presented, with discussions on how the resource allocation formula considers disparities among LGAs, and how the findings can inform operationalization. Status, challenges and recommendations for improvement of pay policy in Tanzania will be presented, including specific case studies. The district and regional perspective will be considered through presentation of the experience in the local level on retention, pay policies and resource allocation, including evidence, reference data, and observed challenges and recommendations for improvement.

Presenters

- Ms. Agnes Meena, Asstant Director Policy Development – Presidents Office Public Service Management
- Mr. Adson Cheyo, Consultant - Sowers Africa
- Ms. Jeniffer Macias, Country Director – IntraHealth International
- Dr. Leonard Subi, Regional Medical Officer - Kigoma Region
- Dr Anna Nswila, Coordinator – District Strengthening – Ministry of Health and Social Welfare

3C Performance Management and Productivity

Title : Productivity
Time: 11.30 -12.30am
Location: Mikumi
Moderator: Dr E. Malangalila - World Bank Official

Presenters will examine the latest findings on productivity of health workers at all facility levels, consider the MOHSW's perspective on productivity, and identify challenges and strategies for meeting the challenges observed. BMAF will present the findings of its report on productivity. URC will present the experience of its Tandahimba initiative, including best practices among the Interventions and their impact on service delivery indicators, as well as sustainability strategies of the initiatives. NIMR will share recent research findings based on case studies and a sample on productivity of health workers, covering status, causes, and effects on improved health service delivery.

Presenters

- Ms. Hellen Magige, Monitoring & Evaluation Specialist – Ex IntraHealth International and currently PATH International
- Dr. Mangosongo, Medical Officer In charge – Tandahimba District Hospital -Tandahimba District Council
- Mr. Thuwein Y. Makamba, Research Scientist – National Institute for Medical Research
- Dr. Mohamed Mohamed, Director Quality Assurance - Ministry of Health and Social Welfare - MOHSW

3D Production

Title: Realization of task sharing in the health sector: A nursing perspective
Time: 11.30 -12.3am
Location: Katavi
Moderator: Ms. Sally Chalamila - AIHA

Nurses are the largest healthcare cadre in Tanzania, comprising 65% of the total healthcare workforce. This session will consider task sharing as a way to realize the full potential of the nurses in the health care system. Presenters will review the policy and regulatory implications of sharing in Tanzania, as well as capacity building for nurses and the role of Tanzania National Nurses Association in addressing nurses' safety in relation to task sharing.

Presenters

- Ms. Lena Mfalila, Registrar, Tanzania Nursing and Midwifery Council
- Mr. Clavery Mpandana, Chief Nursing Officer (CNO), MOHSW
- Mr. Ndementria Vermand, Assistant Director, Nursing Training Unit, MOHSW
- Mr. Paul Magessa, President Tanzania National Nurses Association

4A Planning and Recruitment

Title: **The Dilemma of decentralized vs. centralized recruitment**
Time: 3:15 - 4:45 pm
Location: Tarangire
Moderator: Mr. Adson Cheyo – Sowers Africa

What are the advantages and disadvantages of centralized vs. decentralized recruitment for health care workers? Panelists will assess the status of the issue in Tanzania, and highlight the recent circular on decentralized recruitment for operational cadres and the perspectives for the professional cadres. The employment secretariat's role in improving efficiency of the recruitment process will be higlighted, focusing on LGAs. The LGAs' involvement in the recruitment process will be reviewed in depth, including local innovations and how these have contributed in improved retention rates and the right skill mix from 2009 to 2012. Also to be discussed is the innovative bonding initiative and its sustainability, including the link with MOHSW and POPSM to absorb the bonded staff.

Presenters

- Mr. Adson Cheyo, Consultant - Sowers Africa
- Mr. Peter Bunyazu, Employment Secretariat
- Dr. Athuman Pembe, District Medical Officer -Meatu District Council

4B Retention

Title: **Task Shifting Panel**
Time: **3:15 - 4:45pm**
Location: Saadani
Moderator: Ms. Angela Makotta, Centers for Disease Control

Findings of a recent task shifting study will be presented, as well as a discussion of the legal framework for task shifting/task sharing. The reality of task sharing in Tanzania will be reviewed, including experiences of implementing a task sharing initiative in Mtwara region. An overview of nurses' role in task shifting will also be presented.

Presenters

- Mr. Jonathan Mcharo Mshana, Research Scientist-Demographer – National Institute for Medical Research -NIMR
- Dr. Mughira Mwangu, Lecturer Muhimbili University of Health and Allied Sciences- MUHAS
- Mr. Clavery Mpandana, Chief Nursing Officer - Ministry of Health and Social Welfare -MOHSW
- Ms. Patricia Riley, Centre for Disease Control - CDC

4D Production

Title: **Current cadre skill mix: Having the right health workers to meet the country's needs**
Time: **3:15 - 4:45 pm**
Location: Katavi
Moderator: Dr. Martins Ovberedjo, World Health Organization

Is there a need for new health worker cadres in Tanzania? This session will review the current mix and consider whether allied sciences, such as lab assistants and pharmacy assistants, are in balance with the other cadres. Issues to be examined include training gaps for cadres that are in short supply, plans for training of needed cadres, and whether recruitment and deployment can be better planned to improve the balance. Other new cadres to be considered will be biomedical engineers, to manage sophisticated medical equipment, and a proposal for a new community health worker and nutritionist cadre. The Ministry's efforts to standardize a CHW cadre and harmonize it with ministry priorities will be considered, as well as systems challenges for the development of such a cadre.

Presenters

- Dr. Haji Shemhilu, Principal Primary Health Care Institute – Iringa
- Dr. Masambu, Ministry of Health and Social Welfare MOHSW
- Ms. Helen Semu, Preventive Services, Ministry of Health and Social Welfare -MOHSW

Exhibition Booths

List of exhibitors:

1. Benjamin Mkapa HIV/AIDS Foundation
2. IntraHealth International Inc.
3. Christian Social Services Commission
4. Prime Minister's Office Regional Administration and Local Government Authority
5. President's Office Public Service Management
6. Ministry of Health and Social Welfare
7. Tanzania Nurses Midwife Council
8. JICA
9. GIZ
10. JHPIEGO
11. African Medical Research Foundation
12. Christian Social Services Commission
13. Medical Science for Health
14. Touch Foundation

"Health Workforce: Crucial to Meeting the Development Goals"

USAID
FROM THE AMERICAN PEOPLE

IntraHealth
INTERNATIONAL
Because Health Workers Save Lives.

MKAPA HIV/AIDS FOUNDATION

TANZANIANS AND AMERICANS
IN PARTNERSHIP TO FIGHT HIV/AIDS

Canada

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

TouchFoundation