

Malawi German Health Programme (MGHP)

District Health Management Human Resources

Challenge

The Malawi Health sector continues to be burdened by inadequate numbers of skilled staff who are not well distributed in rural and urban facilities, motivated and willing to stay within the public sector to provide the much-needed high quality health care services to the population of Malawi. This challenge is partly caused by weak Human Resource Management system within the public sector and this is manifested by staff absenting from work and or reporting to work late and performing below standards which not only compromises the quality of care but also threatens the safety of patients. The health workers perform poorly because of insufficient skills and knowledge, exhaustion and burn out which often leads to lack of motivation, prolonged demotivation often times forces the few health workers within the public system to resign and search for better working conditions.

Our approach

The Malawi German Health Programme (MGHP) in collaboration with the government of Malawi responds to these challenges by using several instruments at different levels to achieve effective change within the system. At the regulatory level, the programme works with the Nurses and Midwives Council of Malawi (NMCM) through a Development Adviser to implement Continuous Professional Development (CPD) of Nurses and Midwives. CPD ensures that all Nurses and Midwives have updated their knowledge, skills and attitude to provide care that is not only safe but also up to the standards. At National level, the programme works with various Ministries and government departments that are responsible for management of the country's health workforce including the Ministry of Health through Human Resources Management and Development directorate by providing technical advisory services on managing and developing the Health Workforce in the country.

At the district and health facility level, advisory services are provided to the Human Resource Managers and line managers to strengthen performance of Health workers through introduction of local HR policies that target performance of staff, strengthening the use of available HR management tools and policies so that the health workforce within the public sector is well managed and performing as is required. In the continued effort to improve the health workforce performance, the programme through the Kamuzu University of Health Sciences (KUHES) is supporting general clinical technicians to upgrade to a specialised level by providing them with scholarships to obtain a specialised degree. This effort not only motivates the Clinical Officers, it also improves the type and quality of care they give to patients.



Project name	Malawi German Health Programme
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Implementing organisation	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH
Project region	Malawi; Target districts: Dedza, Lilongwe, Mchinji and Ntcheu
Lead executing agency	Ministry of Health (MoH)
National partners	MoH, Local Councils in target districts;
Duration	01.08.2020 – 31.07.2023
Financial volume	EURO 12,752,917



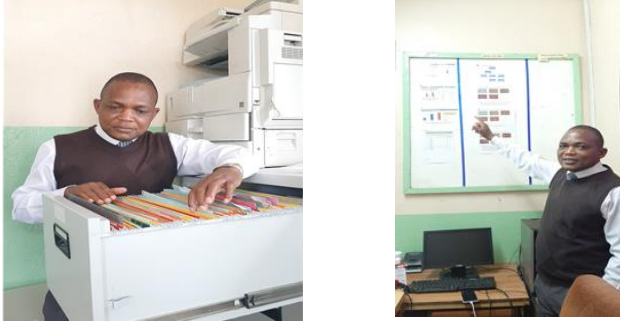
Photo left: Nurses discussing the new CPD policy

Photo right: Nurses with the CPD log-books

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Photo left: HR manager filing Performance appraisal forms in personnel files

Photo right: HR manager presenting on progress of HR management



Results in figures...

The work of the MGHP in Human Resources has directly benefited the health care workers and the population in general. With support from the programme, 280 CPD facilitators have been trained across the country. These facilitators will coordinate all CPD efforts in their district thereby benefiting all the nurses who will in turn provide care that is up to date as well as safe to the populations they serve. The programme has further supported the NMCM to develop 4 CPD core modules, which contains courses that are critical to all care providers if they are to provide quality care.

The programme has also supported the Clinical Officers with 56 scholarships and out of these, 12 have graduated and are ready to start work as specialized Clinical Officers in their duty stations, while an additional 30 are expected to graduate in 2023.

The Human Resource Management programme has strengthened the District HR management system through a series of trainings to the District Health Management teams, and the line managers on HR management tools as well as the HR policies that govern the civil service. The HR management tools that people have been trained on include Performance Management tools, Daily Attendance registers and the Malawi Public Service Regulations. So far, 600 line managers have been trained in the four target districts of Ntcheu, Dedza, Lilongwe and Mchinji. These trainings were followed by coaching visits to all the hospitals and health centres to give the line managers practical experience so that they could put the skills acquired to good use. Currently, all the line managers in 96 public facilities of the four target districts have received coaching on application of HR tools. All the 96 facilities have started the process of Performance Appraisals and 45 are actively using the Attendance registers.

To make application of the HR management tools easier for the managers as well as the staff, the programme went further to support the districts to orient all the staff on the existing HR policies and how to use the HR management tools and more than 5000 staff have been oriented. The districts have further planned regular orientation of staff on new policies to ensure that all staff are aware of the regulations.

...and in stories

In an effort to strengthen the District HR management system, the programme has not only trained and oriented staff but also developed policies and systems to ensure that the use of the HR management tools will be meaningful. The programme has supported the districts to develop a Human Resource Management guidebook that is used as a reference for all managers on the rules, regulations and policies in human resources that affect their daily work. In addition to this guide book, the districts have developed absenteeism policy which defines absenteeism, how to handle issues of absenteeism and its consequences. There is also the performance management policy which stipulates how to manage performance and an orientation policy which stipulates what topics new staff must be oriented on and how often to do the orientations. These policies are being implemented in the target districts and so far, there has been positive feedback

"We are beginning to see change in the general staff conduct at the District Health Office. We are having less complaints about people absenting from work as well as absconding because they now feel accountable to their line managers who will evaluate their performance at the end of the year and no one wants to get a poor rating,"

Mr. Denson Mukhondya HR Manager-Mchinji.

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