

**HRH Action Workshop
Topic Working Groups
Participant Notes**

Performance Management

(Lesotho, Kenya, Zambia, Rwanda and Tanzania)

Definition: Ensuring there is a system in place where supervisors provide clear performance expectations, monitor performance and conduct performance appraisals.

Issues:

1. Rwanda – pockets of performance management in different districts but no clear PMS in MOH.
2. All countries have PMS systems but they are not operational in most countries other than Lesotho and Uganda (but there are some issues in those two countries as well). Tanzania has an Open Appraisal System, but for higher levels.
3. Most countries have appraisal systems developed but they are complicated and people don't know how to develop workplans.
4. All countries have sector plans rolled up to departmental and district levels – not yet rolled down to individual workplanning other than in Lesotho and Uganda.
5. Kenya – workplans are related to budget but delayed releases of funds/budgetary constraints have affected achievement of targets.
6. Closed Performance Appraisal Systems (PAS) in place in some countries and now moving to an open PAS (Zambia, Uganda and Tanzania).
7. In most cases, supervisors are particularly not knowledgeable about jobs of employees, are not empowered to monitor performance, are absent for trainings and are not giving the necessary support to their employees.
8. Introduction of PMS has been linked to restructuring to ensure that there are clearly defined jobs (e.g., Zambia – however, other strategies are in place to monitor performance at the department and individual levels).

What has been tried/what has worked:

1. Kenya – performance contracts have been introduced for higher levels and will be tested in 2006.
2. Uganda, Zambia – moving from a closed to an open system of appraisal.
3. Lesotho – mentoring has been implemented, but has failed due to high attrition.
4. Job profiling done in Lesotho but is a problem when it comes to nurses.
5. Zambia – monitoring performance and doing target setting through weekly meetings.
6. Rwanda – undertaking radical restructuring exercise and transfer of workers to local government where districts will have operational budgets and autonomy to recruit. The MOH will establish targets with indicators for services and facilities will be responsible for meeting targets and will be remunerated according to performance.

7. Uganda – has Area Team Strategy that is working well to monitor performance – also uses General Assembly/Joint Review meetings to monitor performance. Zambia and Tanzania also have Joint Review Meetings working well.
8. Tanzania Open Appraisal System has been introduced and is working for higher levels of government.
9. TEHIP Project – good example of what is working in Tanzania in that they empower districts (two districts) to manage health packages – very successful and there are plans to scale it up to other districts.