Advancing Global Health Security in Senegal

While building political commitment for human resources for health, HRH2030 aims to promote a sustainable, well-governed, effective health workforce ready and able to respond to infectious disease threats and meet the health needs of Senegal’s people.

Strengthening the availability and quality of human resources for health (HRH) is among the top priorities for Senegal’s Ministry of Health and Social Action (Ministère de la Santé et de l’Action Sociale, MSAS). The MSAS works to enhance the overall resilience of the health system in Senegal. However, the country faces significant health workforce challenges. These include health worker shortages (particularly in remote areas), inequitable distribution of current workers, and limited resources for hiring new workers. The National Health Development Plan 2009–2018 includes human resources as a priority for achieving the nation’s health objectives, and the National Plan for Human Resources for Health Development 2011–2018 outlines HRH challenges and approaches to address them. The conclusion of both plans presents an opportunity to develop the next generation of strategies to meet the country’s health needs.

Since 2016, the United States Agency for International Development (USAID)’s HRH2030 program, has worked with USAID/Senegal and the Government of Senegal to develop and implement human resources policies and practices that promote an accessible, available, acceptable, and high-quality health workforce.

Activity Objectives

1. Support the review, creation, and implementation of policy and guidelines for sustainable, equitable distribution of health workers

2. Strengthen structural and organizational leadership within the Ministry of Health and Social Action for effective human resources management

3. Improve the use of data for HRH decision-making at national and regional levels
Creating and Implementing Policy for an Equitably Distributed Health Workforce

Evaluating Implementation of the National Plan for Human Resources for Health Development
To support equitable distribution of health workers throughout Senegal, HRH2030 collaborated with the MSAS to streamline and improve human resources procedures and to evaluate the level of implementation of the National Plan for Human Resources for Health Development 2011-2018. HRH2030 identified priority activities to support and implement before the end of the plan and recommended approaches to improve effectiveness of the next plan.

Boosting Transparency in Health Worker Transfers and Postings
HRH2030 worked with the MSAS’s Directorate for Human Resources (Direction des Ressources Humaines, DRH) to revise and combine its HRH Mobility Guide and HRH Retention Strategy into one guide: the Guide de Mobilité. The consolidated guide addresses the need for adequate HRH in hard-to-reach areas by using data to drive decision-making about transfers, establishing commissions to oversee transfers and postings, outlining transfer application procedures, and developing selection criteria to make the process transparent and equitable.

Planning for Health Worker Transitions from Donor Support
Several donors and partners employ contract health workers in Senegal to support their projects with the understanding that the government will eventually absorb them. Unfortunately, the MSAS has not always been aware of or involved in the hiring process for these workers, making it difficult to plan and eventually integrate them into the country’s health system. HRH2030 supported the DRH to harmonize hiring procedures for contract workers to improve recruitment, oversight, and planning for future transition.

Social Services Case Management Guide
Social workers at public hospitals assist patients who cannot pay for health services, family members of patients who need social counseling and support, and health workers who face social problems. To standardize these services across health facilities, HRH2030 provided support to the DRH to develop the Guide to Social Intervention in Hospitals (Guide d’Intervention Sociale en Milieu Hospitalière).

To standardize operating procedures and improve efficiencies across all divisions of the DRH, HRH2030 supported the DRH to develop a standard operations and procedures manual for the central-level DRH operations. The manual is being used as a reference document by the current DRH staff and to orient newly hired staff at the DRH.

“Thanks to the presence of [HRH2030], we are able to move the DRH agenda forward … HRH2030’s engagement reassures us greatly.”

–Malick Seydi
Chief, Personnel Management Division
Directorate of Human Resources for Health

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Building Organizational Leadership Capacity in the Ministry of Health and Social Action

Assessing DRH Organizational and Management Capacity. HRH2030 provided technical assistance to the DRH to conduct a rapid human resources management assessment to identify weaknesses. Based on the assessment findings, the team recommended processes to strengthen institutional, structural, and organizational leadership within the MSAS for more effective human resources management. To further strengthen leadership, HRH2030 conducted a series of training courses for senior and mid-level DRH managers.

Developing an Annual Work Plan. During the rapid human resources management assessment of the DRH, the team identified the lack of a detailed annual work plan as a weakness. In 2018, HRH2030 supported the DRH to develop a comprehensive work plan for 2018.

Building Capacity for Job Description Development. During a two-month training series, HRH2030 worked with the DRH to train human resources managers — from central-level departments, national health programs, medical regions, and Dakar hospitals — to develop job descriptions. During the training, participants developed generic job descriptions for positions in regional hospitals, which regional hospital human resources managers can easily adapt as needed. HRH2030 is now providing support to departments of the MSAS and medical regions to develop more than 400 job descriptions for their staff.

Improving the Use of Data for HRH Decision-making.

Supporting HRIS Infrastructure. In 2014, the MSAS adopted the open-source software tool iHRIS to collect and manage human resources data. However, the server that housed iHRIS was unable to accommodate the entry of new HRH data. Upon request from the DRH, HRH2030 purchased a new server and worked with the MSAS’s Computer Unit and the Senegal State Agency for Computer Services to program and install the server. With the new server in place, the MSAS can fully implement iHRIS rollout and map human resources for more effective and transparent management.

In Senegal, HRH2030 has strengthened the human resources management skills of more than 240 MSAS employees.
About HRH2030

HRH2030 strives to build the accessible, available, acceptable, and high-quality health workforce needed to improve health outcomes.

Global Program Objectives

1. Improve performance and productivity of the health workforce. Improve service delivery models, strengthen in-service training capacity and continuing professional development programs, and increase the capacity of managers to manage HRH resources more efficiently.

2. Increase the number, skill mix, and competency of the health workforce. Ensure that educational institutions meet students’ needs and use curriculum relevant to students’ future patients. This objective also addresses management capability of pre-service institutions.

3. Strengthen HRH/HSS leadership and governance capacity. Promote transparency in HRH decisions, strengthen the regulatory environment, improve management capacity, reduce gender disparities, and improve multi-sectoral collaboration for advancing the HRH agenda.

4. Increase sustainability of investment in HRH. Increase the utilization of HRH data for accurate decision-making with the aim of increasing investment in educating, training, and managing a fit-for-purpose and fit-for-practice health workforce.

Program Partners

— Chemonics International
— American International Health Alliance (AIHA)
— Amref Health Africa
— Open Development
— Palladium
— ThinkWell
— University Research Company (URC)

www.hrh2030program.org

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