

# Management of Human Resources for Health in Health Districts in Uganda: A Decision Space Analysis

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## Background

Decentralisation has been adopted by many governments to strengthen national systems, including the health system. Decision space is used to describe the decision-making power devolved to local government. Human resource Management (HRM) is a challenging area that District Health Management Teams (DHMT) need some control over its functions to develop innovative ways of improving health services. The study aims to examine the use of DHMTs' reported decision space for HRM functions in Uganda.

## Methods

Mixed methods approach was used to examine the DHMTs' reported decision space for HRM functions in three districts in Uganda, which included self-assessment questionnaires and focus group discussions.

## Framework for analysis

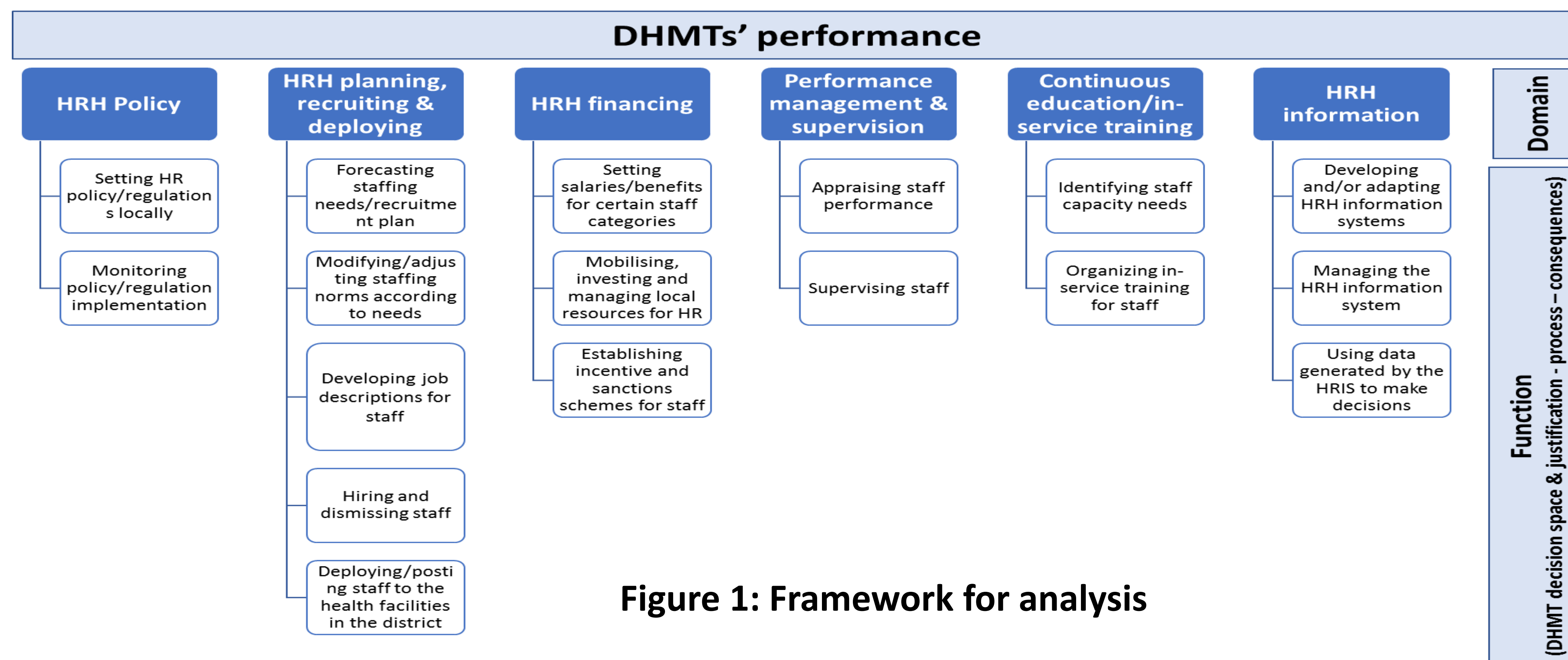


Figure 1: Framework for analysis

## Findings

- The HRM decision space available for the DHMTs varied across districts, with Bunyangabu and Ntoroko DHMTs reporting having more control than Kabarole.
- All DHMTs reported full control over the functions of performance management, monitoring policy implementation, forecasting staffing needs, staff deployment, and identifying capacity needs.
- DHMTs reported narrow decision space for developing job descriptions, resources mobilisation, and organising training; and, no control over modifying staffing norms, setting salaries and developing an HR information system (HRIS).
- DHMTs tried to overcome their limitations by adjusting HR policies locally and better utilising available resources.

## Findings

Table 1: Decision space of HRM functions in three districts in Uganda

Domain	HRM functions	D-1	D-2	D-3
HRH policy	Setting HR policy/regulations locally	1	1	0
	Monitoring policy/regulation implementation	2	2	1
HRH planning, recruitment and deployment	Forecasting staffing needs	2	2	2
	Modifying/adjusting staffing norms according to need	1	0	0
	Developing job descriptions for staff	1	1	0
	Hiring and dismissing staff	1	1	1
	Deploying/posting staff to the health facilities in the district	2	2	2
HRH financing	Setting salaries/benefits for certain staff categories	0	0	0
	Mobilising, investing and managing local resources for HR	1	1	1
	Establishing incentive schemes for staff	1	2	1
Performance management and supervision	Appraising staff performance	2	2	1
	Supervising staff	2	2	2
Continuing education/in-service training	Identifying staff capacity needs	2	2	1
	Organising in-service training for staff	1	1	1
HRH information	Developing and/or adapting HRH information systems	1	1	1
	Managing the HRH information system	2	2	0
	Using data generated by the HRIS to make decisions	2	2	0
<b>Scores</b>		<b>24</b>	<b>24</b>	<b>14</b>

None = 0 (red); Some = 1 (amber); full = 2 (green)

## Observations

- The DHMTs do not have any control on adjusting staffing norms or setting salaries and benefits for staff, which was unsurprising, because these HR functions are decided by the central level.
- The DHMTs unexpectedly have full control over many HR functions (green areas) which means they have a wide decision space for much of their routine work in the district.
- District 3 has much difference in HR information to other districts with no control over managing HRH information system or using data generated from it. It will be useful if the DHMT in district 1 can learn from District 1 and 2 since they showed full control over these functions



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