

Report on HRIS visit to AJK

Visit to study HRIS Model AJK & Mirpur

Participants

Mr. Mohammad Niaz Assistant Director Administration FATA, Dr. Mushtaq Afridi Coordinator DHIS FATA, Dr. Anisa Afridi, Coordinator FHSRU, Dr. Anwar Ali coordinator FHSRU, Miss Farzana Mohammad Khan GIS Officer FHSRU, Dr. Hassan Mehmood Khan Technical Advisor GIZ, Mr. Zewar Khan Computer Operator FHSRU(see annexe-A).

Date and time: 30th&31st Jan 2013

Venue: Mirpur & AJK

Purpose of visit: A two day i.e. 30th & 31st January 2013, proposed visit of Health Sector Reform Unit and DHS FATA to AJK Health Department- to study Human Resource Information System.

Back ground

An effective and well-managed health workforce is critical for improving country's health care outcomes. According to WHO 2006 *"Health workers are all people primarily engaged in actions with the primary intent of enhancing health"*.

There is a globally recognized need to improve health systems' productivity, incentives, management, leadership, and performance management. Meeting this need begins with a strong national Human Resource Information System (HRIS) for the health workforce.

For ensuring a better understanding of the current health work force, a well-established HRIS is critical which prepares decision makers to effectively plan for recruitment, training and retention of health professionals.

In order to deploy the right health workers in the right places to meet their health care needs routine and accurate HRIS data is a pre-requisite and policy makers can better understand the cost benefit of wise, targeted investments in health care. The HRIS thus can be used to standardize and support ongoing management and support of the health workforce.

Pakistan is amongst one of the 57 countries of the world which are facing health work force crisis and the condition in FATA is even grave. Therefore the secretary social sector Dr. Aftab Akbar Durrani took the initiative to establish human resource information system in FATA.

In this regard several meetings were arranged with stake holders and development partners. The available models of HRIS were reviewed and a study visit was arranged to observe the implementation of HRIS in AJK with the support of GIZ.

District Health Office Mirpur AJK:

The team from FATA Secretariat arrived Mirpur at 10:00 am and was warmly welcomed by Mr. Farooq statistical assistant, in charge HR Cell Mirpur on behalf of DHO Mirpur AJK on 30th January 2013.

Dr. Kamran Ajaib welcomed the participants formally and expressed his good wishes to make the implementation of the HRIS a success in FATA Secretariat.

The objectives of the meeting were to:

- Study Human Resource Information System in AJK and meeting key stake holders for exchange of views on HRIS Model.
- Learn from their experiences during the implementation process of HRIS in AJK.
- Practical use of Human Resource Information System.
- Operational analysis of HRIS.

The meeting started with introduction of the participants followed by a presentation (**Annexed-B**) on the **Operation of HRIS at district level** by Mr. Farooq, statistical assistant, whose commitment to his task had been one of the factors involved in the maintenance of HRIS system at District Mirpur.

Mr. Hasnat, IT Officer GIZ introduced the HRIS and the Health System of AJK in detail in another presentation (**Annexed-C**).

Then there was a session of question answers and the meeting was closed by a word of thanks by Mr. Muhammad Niaz Assistant Director Administration DHS FATA

Director General Health Office Muzaffarabad, AJK:

On 31st January the team from FATA secretariat and GIZ also visited DG Health office Muzaffarabad. The team was welcomed by Dr. Masood Bukhari Deputy Director DG Health office and Dr. Shabir Dar in charge chief planning officer, Muzaffarabad (**Annexed-D**).

The HRIS section was then visited and it was noticed that the room was locked from outside depicting that the system was not functioning. The person responsible Mr. Ghulam Jelani demonstrated the HRIS system. After wards the team had a fruitful discussion with the senior officials at DG Health office. They also pointed out that the process was started by the formation

of a team by the office of DG Health followed by several stake holder workshops to develop a consensus on the format of HRIS Employee`s Data Entry Form. Consultants were hired by GIZ before the development of HR form but proper SoPs were not formulated beforehand. Data entry in the forms started in 2008 and many are still incomplete. He emphasized that the recurrent expenditure cost should be considered before commencing the process.

At the end the issues and problems were highlighted and the recommendations were given to the FATA Secretariat team by the DG Health office AJK Muzaffarabad.

The following issues were highlighted during the visit:

1. The HRIS software has some technical problems which have to be resolved.
2. The information of all employees is not complete at the district level.
3. There is no allocation of budget for maintenance cost of the software and other applications due to which the issues could not be resolved properly in time.
4. The employees at Primary Health Care facilities had difficulties in filing the Employee Personnel Information Form.
5. The HRIS information was not being used as it was not attractive for decision makers.
6. Seniority list could not be created by the software.
7. There was no designated and dedicated staff at central level.
8. The person responsible for HRIS operation was overburdened.
9. Due to lack of political commitment at the state level, no proper budget had been allocated therefore the aspect of sustainability was a big question mark.
10. As the HRIS was implemented in 3 districts only, the information was incomplete and could not be used for decision making.

Recommendations:

1. There should be Political commitment at the Secretariat level.
2. Sensitization of legislators for fund allocation is a pre-requisite.
3. Capacity building of health managers and other related staff should be ensured.
4. Designated and Dedicated staff for HRIS Cell is mandatory.
5. Linkages to different information systems like DHIS, GIS, PIFRA, etc. should be established.
6. ToRs and SoPs should be developed prior to its implementation.
7. The HRIS model should be implemented at Secretariat level as a pilot project.
8. The inputs should be taken from the stake holders for revisiting and modifying the data entry form.
9. The staff dealing with the employee`s data should be trained and involved right from the beginning.

ANNEX-II



HEALTH SECTOR REFORMS UNIT

Social Sectors Department, FATA Secretariat

Parkview Apartment, Block-15, Top Floor, Justice Talat Qayum Qureshi Road,
Warsak Road Peshawar. Phone #: 091-5202525 Fax #: 091-5202525
No: 1-9/SSD/FATA/HSRU Dated 31ST December 2012

To,

The Director General Health,
AJK at Muzaffarabad.

Subject: **Proposed visit of Health Sector Reform Unit to AJK Health Department- to study Human Resource Information System**

Dear Sir,

Health Sector Reform Unit FATA is working to build capacity of the Directorate of Health Services FATA, in assuming its stewardship role for ensuring the provision of efficient and cost effective health services on equitable basis. The establishment of Human Resource Information System is one of its key objectives of Health Sector Reform Unit.

The team of HSRU FATA has participated in the final review meeting of AJK HRIS held in Burban in 2011 which was very much helpful to understand the process of its replication in Health Directorate FATA.

The honorable Secretary social Sectors FATA has taken keen interest to replicate the AJK HRIS model in FATA. GIZ is the implementing partner of HSRU FATA and has been requested to provide assistance in this regards. The GIZ team related with HRIS application has given a detailed presentation to the HSRU team on it in GIZ office Islamabad.

Before going to the initiation of its active implementation process, the HSRU FATA team would like to visit the AJK Health Department to see physically the HRIS Model to understand the following:-

- Practical use of Human Resource Information System.
- Meeting with key stake holders for exchange of views on HRIS Model.
- Operational analysis of HRIS.

Your formal approval to the event is requested with the direction to the concerned quarters under your kind control to facilitate the HSRU Team FATA and oblige.

A convenient date in the month of January 2013 may also be communicate in this regard please.
Arrangement would be done by GIZ in this regard.

Your cooperation would highly be appreciated.

Dr Jamal Abdul Nasir
Chief HSRU FATA Peshawar

Copy to:-

1. PS to Secretary (A&C) FATA Secretariat Peshawar
2. PA to Director Health & Population Welfare FATA Peshawar
3. Hildebrandt, Technical Advisor, GIZ-HSS, Islamabad.

Annex –III



