Zambia maternity clinic. Credit: Amy Sedig

The HRH Inventory Tool

How to inventory and analyze the donor-supported health workforce

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HRH2030
HUMAN RESOURCES FOR HEALTH IN 2030

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

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Chronic underinvestment in HRH has jeopardized country efforts to achieve HIV epidemic control and other critical health goals

Development partners have stepped in to support thousands of health and social workers, across a number of countries

Nutritional Recovery Center, Colombia. Credit: Martha Contreras

Inventorying the Donor-Supported Health Workforce

Cote d'Ivoire medical facility. Credit: Gildas Gbacada

Development partners and host governments need better tools to understand the scope and nature of staffing investments, in order:

- To optimize health worker utilization for advancing epidemic control, and

- To inform sustainability planning for when epidemic control is achieved

HRH2030 has developed the **HRH Inventory Tool** to assist countries to inventory and analyze donor-investments in the health workforce

What is the HRH Inventory Tool?

The HRH Inventory Tool includes information on:

- Who is supported?

- Where are they deployed?

- How much are they paid?

- What benefits do they receive?

- Why were they hired?

- What technical areas are covered?

- How well does their compensation align with government salaries?

What is the activity purpose?

Countries might conduct an HRH Inventory in order to:

- More easily track and analyze donor investments in the health workforce, down to site-level

- Fulfill either donor or host government reporting requirements

- Facilitate stronger coordination and planning among donors, governments and implementers

- Link investments to results and more robust sector-wide performance monitoring

- Assess alignment to host government establishment lists and pay bands

- Use an evidence-based tool to negotiate sustainability plans to maintain progress
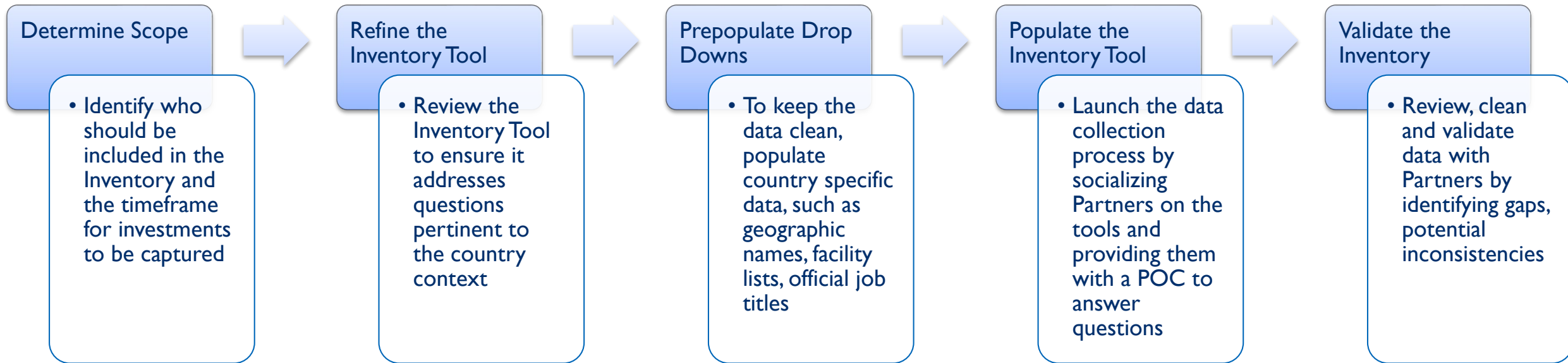
What are the lessons learned from other countries?

Conducted inventories in Tanzania, Lesotho, Eswatini, Namibia and Philippines:

- Involved major donors, including PEPFAR and GFATM, and others

- National government awareness of donor investments in health were low, especially of lay cadres

- Inventories have led to increased donor coordination and government engagement on planning

- Findings often demonstrated strong alignment with government schemes of service/pay bands

- Inventory aids in developing a stepwise, diversified approach to sustainability

What gets measured, gets managed

HRH Inventory Initial Steps

Determine Scope
- Identify who should be included in the Inventory and the timeframe for investments to be captured

Refine the Inventory Tool
- Review the Inventory Tool to ensure it addresses questions pertinent to the country context

Prepopulate Drop Downs
- To keep the data clean, populate country specific data, such as geographic names, facility lists, official job titles

Populate the Inventory Tool
- Launch the data collection process by socializing Partners on the tools and providing them with a POC to answer questions

Validate the Inventory
- Review, clean and validate data with Partners by identifying gaps, potential inconsistencies

HRH INVENTORY TOOL

Tanjung Priok Health Center, Indonesia. Credit: Andi Gultom

A recap of the HRH Inventory Tool Categories

General Information

- Funding Entity, Project Name, Prime Implementing Partner, Sub-Implementing Partner, Site Level, Region, District, Facility, Type, and Ownership

General HCW Information

- Job Title, Govt Equivalent Job Title, Cadre Type, Technical Area, Hiring Reason, Gender, Position, Avg FTE Per Week

Salaried Workers

- Annual Base Salary, Statutory Benefits, Overtime, Other Financial Benefits

Stipend Workers

- Annual Stipend & Description

Additional Information

- Other Non-Financial Benefits, Professional Development, Any Additional Comments

The Completed HRH Inventory Tool

SITE LEVEL	REGION	INKHUNDLA	FACILITY	Type	Ownership	Designation	JOB TITLE	GOVT EQUIVALENT JOB TITLE	IF SELECT "Other"
Facility	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	Mentor Mother/Expe	Other-Lay	
Facility	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	Mentor Mother/Expe	Other-Lay	
Facility	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	Mentor Mother/Expe	Other-Lay	
Facility	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	Mentor Mother/Expe	Other-Lay	
Facility	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	Mentor Mother/Expe	Other-Lay	
Community	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Maphalaleni	Ekuphileni Clinic	Clinic without maternity	Government	Scale Up	TB ACF Volunteer	Other-Lay	
Facility	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	Phlebotomist	Phlebotomist I	
Facility	Hhohho	Lobamba	Lobamba Clinic	Clinic without maternity	Government	Sustained high Volun	Facility Mentor Moth	Other-Lay	
Facility	Hhohho	Lobamba	Lobamba Clinic	Clinic without maternity	Government	Sustained high Volun	Facility Site Coordina	Other-Lay	
Community	Hhohho	Madlangampisi	Bhalekane Nazarene Clinic	Clinic without maternity	Mission	Sustained high Volun	Community Mentor I	Other-Lay	
Community	Hhohho	Madlangampisi	Bhalekane Nazarene Clinic	Clinic without maternity	Mission	Sustained high Volun	Community Mentor I	Other-Lay	
Facility	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB Microscopist	Phlebotomist I	
Facility	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	Regional MDR-TB Do	Medical Officer	
Facility	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	Regional MDR-TB Nu	Nurse-General Staff Nurse I	
Facility	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB Screening Officers	Other-Lay	
Regional	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	Adherence Officer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Mayiwane	Emkhuzweni Health Centre	Health Centre	Government	Unknown	TB ACF Volunteer	Other-Lay	
Community	Hhohho	Madlangampisi	Bhalekane Nazarene Clinic	Clinic without maternity	Mission	Sustained high Volun	Community Site Coor	Other-Lay	
Facility	Hhohho	Madlangampisi	Bhalekane Nazarene Clinic	Clinic without maternity	Mission	Sustained high Volun	Facility Mentor Moth	Other-Lay	
Facility	Hhohho	lobamba	eZulwini Satellite Clinic	Clinic without maternity	Government	Sustained high Volun	Expert Client	Other-Lay	
Facility	Hhohho	lobamba	eZulwini Satellite Clinic	Clinic without maternity	Government	Sustained high Volun	Expert Client	Other-Lay	
Facility	Hhohho	lobamba	eZulwini Satellite Clinic	Clinic without maternity	Government	Sustained high Volun	HTS Counselor	Other-Lay	
Facility	Hhohho	lobamba	eZulwini Satellite Clinic	Clinic without maternity	Government	Sustained high Volun	Phlebotomist	Phlebotomist I	

Example

USE HRH INVENTORY

To track and analyze investments in HRH staffing that can be utilized for sector-wide performance monitoring and program planning

Cote d'Ivoire medical laboratory. Credit: Gildas Gbacada

The HRH Inventory Dashboard

Eswatini HRH Sustainability Planning Dashboard - FY2018 - Version 1.4 (12 February 2019)

BACKGROUND: To better understand the scope and nature of Donors' HRH investments in Eswatini, HRH2030 compiled FY18 data on health workers supported by the United States Government through PEFPAR, the Global Fund, and MSF into the HRH Inventory. The HRH Inventory includes support to health workers that played a critical role in supporting the Government's HIV epidemic control efforts, and therefore, reflects HRH investments that would need to be absorbed locally, if donors were to withdraw their support. Project staff that either coordinate or oversee donor activities or provide capacity building or technical assistance to the Government and local partners were *not* included. The HRH Inventory provides a wealth of information about Donors' investments in HRH, including job titles of health workers supported, name of facilities where health workers are based, and detailed information on compensation. It also includes a mapping of Donor-supported workers to Government of of the Kingdom of Eswatini cadre and pay bands, where available, to determine if these HRH investments are well positioned for local transition. To support analysis of the HRH Inventory, HRH2030 developed this user-friendly dashboard.

Tab	Description
Tab 1 - What kind of HRH support is provided?	An analysis of the kinds of HRH support Donors provide.
Tab 2 - Who receives support?	An analysis of which types of health workers ...ving Donor support, the number of health worke... supported by cadre, the average salary or stipend that cadre receives, and the total amount of support provided.
Tab 3 - Where are they located?	An analysis of where health workers receivin... onor sup... re... a... n o... ons... se... h... e... n
Tab 4 - What type of facilities?	An analysis of where health workers receiving Donor support are located, by site level, facili... ype, and facility ownership.
Tab 5- Who funds them?	An analysis of which funding entities provide support.
Tab 6 - Are they aligned?	An analysis of pay compared to official GKoE pay bands.
Tab 7 - HRH Mortgage	The HRH Mortgage is a "back of the envelope" valuation of the potential transition costs for the partner country to absorb HRH investments. It allows the Government and Donors to model different planning scenarios and cost estimates that can be compared to country plans, priorities and budgets.
The remaining tabs pertain to the HRH Inventory.	
HRH Data	Full Data Set of HCWs paid salary or stipend
Hourly-Daily Data	Data Set for Hourly or ad locum workers
Facility List	List of health facilities, type, ownership, designation, and location
GKoE Cadre List	List of official GKoE positions and pay bands
Options List	Lists pertaining to options for estimated mortgage, including priority cadres.

▶ **Overview** | Tab 1- What support is provided | Tab 2- Who receives support | Tab 3-Where are they located | Tab 4- What type of facilities | Tab 5- Who funds them | Tab 6- Are they Aligned | Tab 7-Estimated Mortgage

Overview: An analysis of where health workers receiving Donor support are located by region.

Additional Filters

FUNDING ENTITY
- CDC
- DOD
- Global Fund
- Medecins sans Fronti...
- Other
- USAID
- (blank)

REGION
- All
- Hhohho
- Lubombo
- Manzini
- National
- Shiselweni
- Hhohho

GOVT EQUIVALENT JO...
- Accountant-Assistant I
- Accountant-Assistant II
- Administrative Clerk
- Assistant HMIS Officer
- Cleaner
- Clerical Officer
- Clerical Officer-Senior
- Clinical Psychologist
- Community Health W...

By Site Level

Row Labels	Number of HCWs	%
Community	1090	45.59%
Facility	1089	45.55%
MOH	4	0.17%
SHLS	1	0.04%
SID	1	0.04%
SNAP	4	0.17%
National	48	2.01%
Regional	152	6.36%
NTCP	2	0.08%
Grand Total	**2391**	**100.00%**

Example

By Facility Type

Row Labels	Number of HCWs	%
Clinic with maternity	279	18.27%
Clinic without maternity	742	48.59%
Health Centre	138	9.04%
National Referral Hospital	58	3.80%
Private Hospitals	10	0.65%
Public Health Unit (PHU)	57	3.73%
Regional Referral Hospital	164	10.74%
Specialized Clinics	12	0.79%
Specialized Hospital	32	2.10%
Unknown	35	2.29%
Grand Total	**1527**	**100.00%**

Donor Support for HRH (by Count) by Facility Type
- Clinic with maternity
- Clinic without maternity
- Health Centre
- National Referral Hospital
- Private Hospitals
- Public Health Unit (PHU)
- Regional Referral Hospital
- Specialized Clinics
- Specialized Hospital
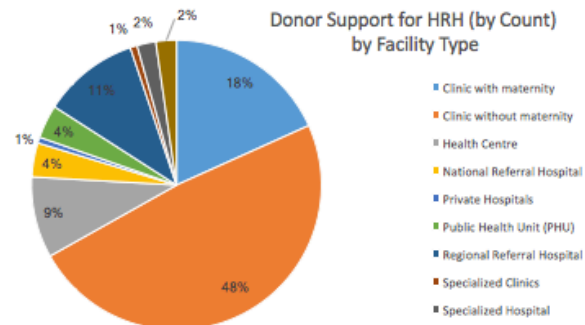
By Facility Ownership

Row Labels	Number of HCWs	%
Government	1091	71.45%
Industrial	29	1.90%
Mission	286	18.73%
NGO	57	3.73%
Private	29	1.90%
Unknown	35	2.29%
Grand Total	**1527**	**100.00%**

Donor Support for HRH (by Count) by Facility Ownership
- Government
- Industrial
- Mission
- NGO
- Private
- Unknown
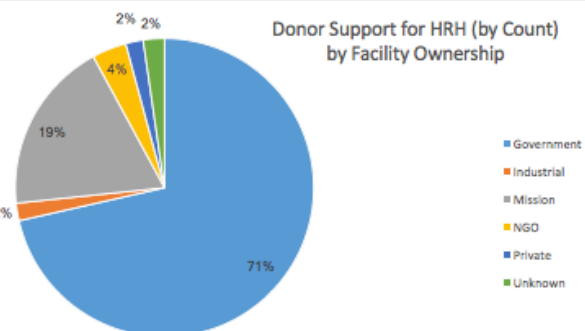
Donor Support (by Count) to the Health Workforce, by Region, 2018

Source: *HRH Inventory of PEPFAR and GFATM Support, 2018*

Eswatini
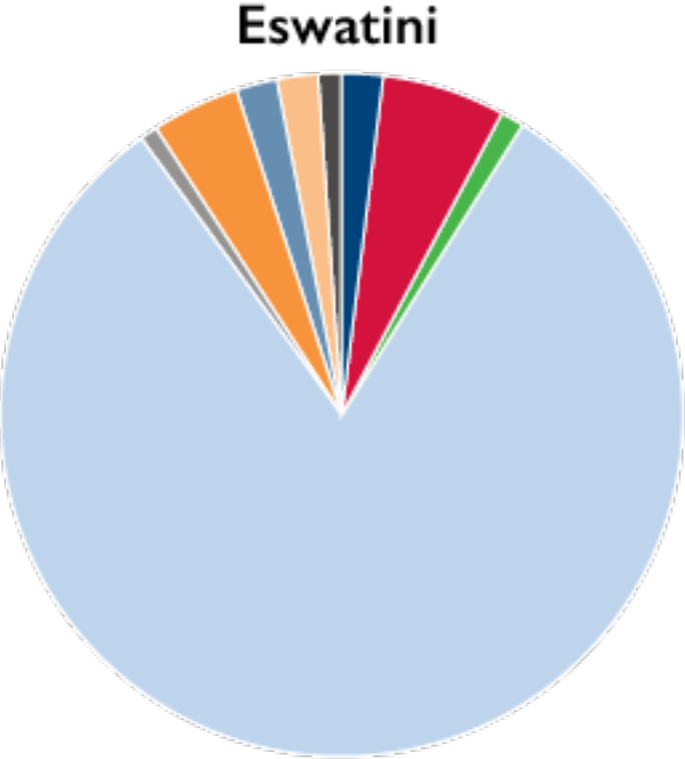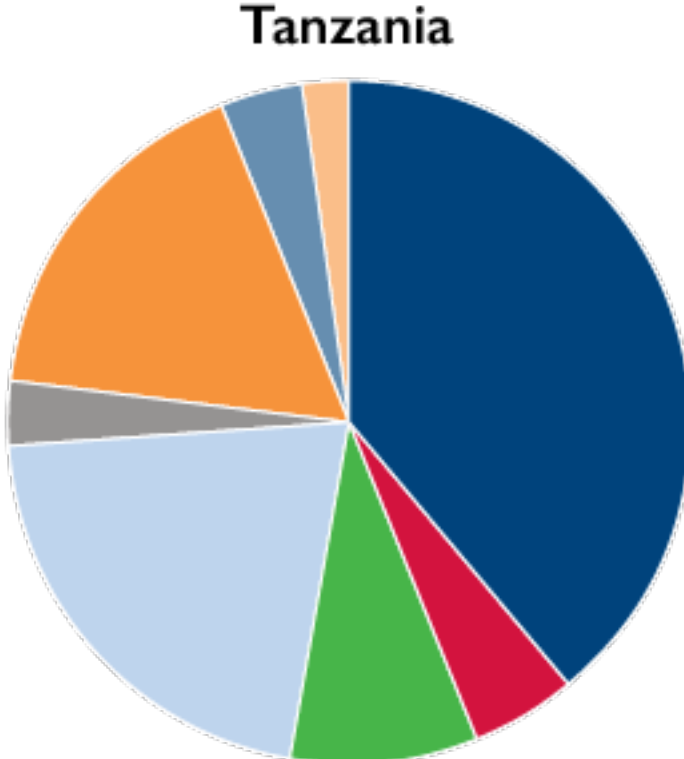
Source Data: Eswatini Inventory, 2018

Lesotho

Example
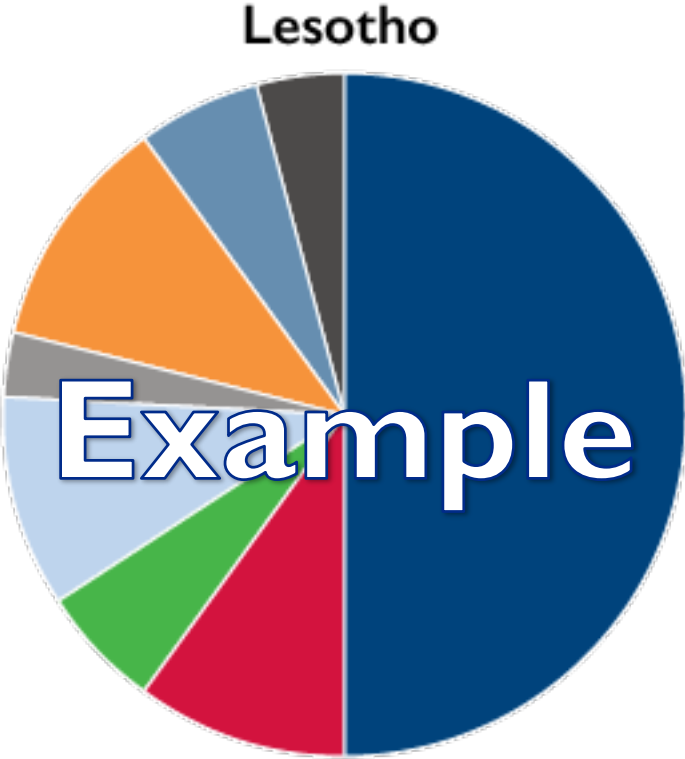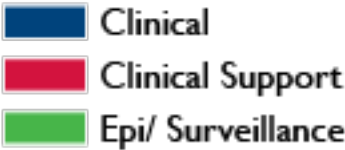
Source Data: Lesotho Inventory, 2018

Tanzania

Source Data: Tanzania Inventory, 2018

Clinical
Clinical Support
Epi/ Surveillance

Lay
Management Central
Management Facility

Management Subnational
Other
Social Worker
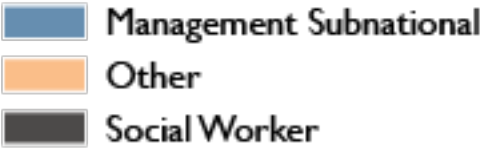
Link to Other Data Points: Government Mapping

- Map donor-contracted staff to government cadre and pay bands

- Access the Establishment Register or List and relevant circulars to identify official cadre and grade

- Identify the lowest and highest paid base salary for a particular cadre and grade to identify pay bands

- Analyze for alignment with public service policy and procedure
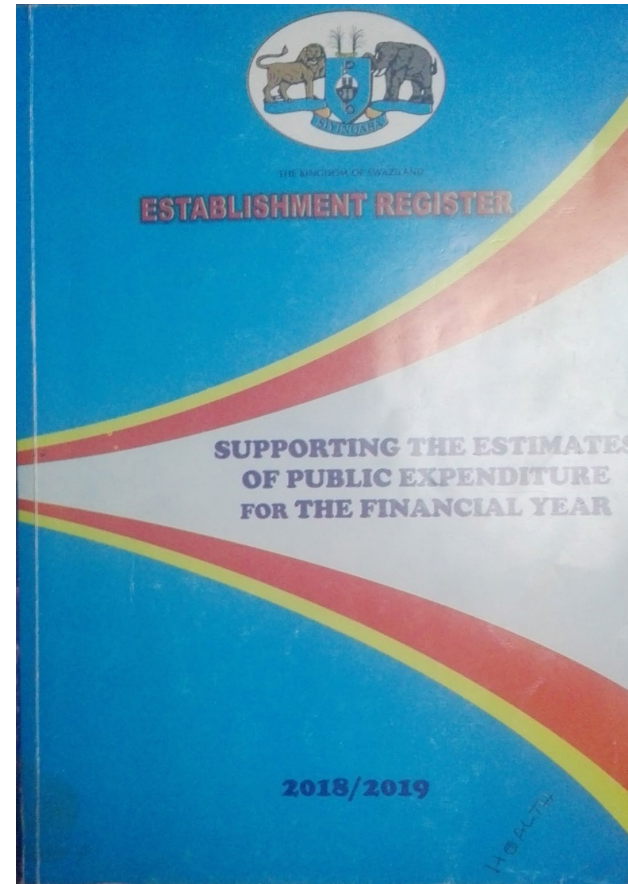
USE HRH INVENTORY

To estimate the donor HRH and explore different transition scenarios and cost estimates that can be compared to country plans, priorities and budgets

Cameroon medical center. Credit: Alain Ngann

HRH MORTGAGE

Background: The HRH Mortgage is a "back of the envelope" valuation of the potential transition costs for the partner country to absorb HRH investments. It allows the Government and Donors to model different planning scenarios and cost estimates that can be compared to country plans, priorities and budgets. Rather than assume the costs borne by partners, where possible, the MoHSS Establishment Lists and pay scales are used. If a Donor-supported position could be mapped to an equivalent position in the Government's establishment list, the entry level is used as the base salary.

By Role	Option 1: Select based on Official Cadres	(All)
By Role	Option 2: Select based on Cadre Type	(Multiple Items)
By Location	Option 3: Select to Focus on Facility Ownership	Yes
By Position	Option 4: Select based on Status of Hire	Salaried-Full-Time Donor Supported
By Salary	Option 5: Select based on salary alignment	(Multiple Items)

Example

Additional Filters

FUNDING ENTITY
- CDC
- Global Fund
- USAID

REGION
- Erongo
- Karas

Row Labels	Number of HCWs	Total Cost by Current Salary	Total Cost by Proxy Salary
⊞ Enrolled Nurse	23	NAD 3,497,309	NAD 3,392,155
⊞ Health Assistant	288	NAD 17,673,370	NAD 20,896,128
⊞ Medical Officer	7	NAD 2,122,561	NAD 2,800,007
⊞ Pharmacist	6	NAD 2,189,333	NAD 1,615,134
⊞ Pharmacist Assistant	10	NAD 1,259,691	NAD 1,771,930
⊞ Registered Nurse	88	NAD 25,241,814	NAD 19,432,864
⊞ Senior Health Assistant	12	NAD 1,000,200	NAD 1,195,596
⊞ Senior Registered Nurse	3	NAD 788,745	NAD 807,567
Grand Total	**437**	**NAD 53,773,023**	**NAD 51,911,381**

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