In the DRC, human resource management is paper-based, making the efficient management of human resources complex and impossible. In this situation, the government records several cases of ghost workers and inequalities in the distribution of skilled providers most of which are concentrated in urban areas. For controlling the workforce, the ASSP project introduced iHRIS, a software that is accessible on the network and interoperable with other software such as DHIS2. This system records data including personal, biometric, administrative, delivery and all forms of motivation or training received by the agent, and tracks the recruitment process at the end of the career of the agent. iHRIS was used for data entry and the physical identification of health workers from Kasai, Kasai-Central, Maniema, Nord-Ubangi and Kinshasa was introduced in iHRIS for the updating of payroll listings and production of directories. To streamline the workforce, the project conducted a first national study to determine staffing requirements for Physician, Nurse, Midwife and Laboratory Technician with the Workload Indicator for Staffing Needs, or WISN, methodology in health facilities. This has provided a draft of workload-based staffing standards that are being piloted prior to their final institution. Once these standards have been validated, a staff rationalization monitoring system will be set up to integrate the data from iHRIS and DHIS2 to provide real-time information on the necessary adjustments to be made, particularly in the event of population movements or natural disaster.

Our Approach

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Our Approach

66,343 health workers registered in 52 health zones

$1.8 Million Reallocated

A total of 3,051 phantom employees were eliminated from the system, saving $1.1 million per year.

These funds are now being reallocated to the staff of health workers to fund an additional 3,394 employees.

www.imadrc.org
Verification Results of Employees on the National Budget Listing Payroll

**Breakdown of Health Workers Registered by iHRIS**

- **Salaries**
  - 48.66%
  - 16.65%
  - 34.70%

- **Risk Premium**
  - 68.12%
  - 0.57%
  - 0.15%
  - 1.99%

**Confirmed Employee**
Employee registered under national budget payroll listing and confirmed by iHRIS registration data.

**Phantom Employee**
Employee registered under national budget payroll listing but not found during iHRIS data collection.

**Salaries**
3,380 total employees registered under national budget

- 73%
- 27%

927 phantom employees were eliminated from the system, saving $48,000 per month.

**Risk Premium**
5,062 total employees registered under national budget.

- 58%
- 42%

2,124 phantom employees were eliminated from the system, saving $44,000 per month.

Another key achievement has been the sharing of iHRIS data between the Ministry of Health and the Ministry of Public Service, or MPS, for retirement planning. It was found that 356 health workers in these five provinces were eligible for retirement in 2017. The MPS will also use iHRIS, with financing from the World Bank, as part of the Rejuvenation of the Public Service Agents initiative.